

FYE 2026/03 (FY2025)

Financial Results Briefing Meeting

Jun. 8, 2026

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

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Highlights of the Financial Results

The following points are the highlights in this financial results briefing

1

The GX business is steadily progressing

- Orders received in GX business exceeded the medium-term management plan(MTMP) targets, and both net sales and operating income progressed largely as planned, resulting in black and a smooth launch as a growth business
- We secured multiple projects, primarily in the "Clean Energy business", which is a Quick-Win field
 - Large-scale projects related to hydrogen utilization
 - Projects related to microalgae utilization

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Operating income Significantly exceeds the MTMP targets

- For FYE 2026/03, segment profit across all businesses exceeded the MTMP targets
 - For FYE 2027/03, operating income is expected to exceed the MTMP plan
- Orders received and net sales are also expected to increase compared to the MTMP targets and remain at a high level

3

An update for our management vision

- The projected timing for reaching consolidated net sales of JPY 100 bil has been advanced forward by six years, from FY2035 to FY2029.
- The expected consolidated net sales in FY2035 has been uplifted from JPY 100 bil yen to JPY120-140 bil

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I . Summary/External Environment Recognition

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I. Summary

Financial Summary for FYE 2026/03 results and FYE2027/03 forecasts

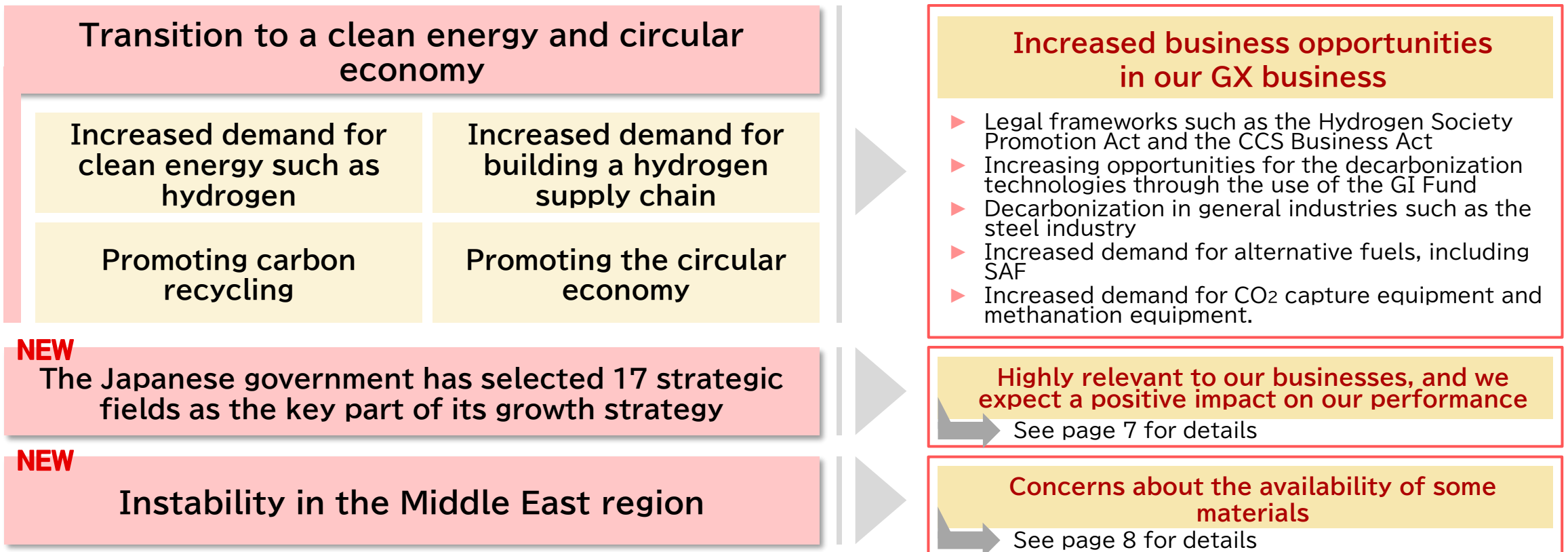
FYE2026/3 Results	Orders received	71,332 Mil yen (YoY +10 %)	(YoY↑) Orders received significantly increased in 4Q, achieving the target
		MTMP: 69,500 Mil yen	
	Net sales	84,240 Mil yen (YoY +42 %)	(YoY↑) Due to the smooth progress of large-scale construction projects ordered in the previous years and strong sales of marine equipment and components
		MTMP: 84,500 Mil yen	
	Operating income	9,181 Mil yen (YoY +61 %)	(YoY↑) In addition to an increase in gross profit, cost improvements in completed construction projects in the engineering business and after-sales service parts and construction in the industrial machinery business contributed to a significant increase YoY
		MTMP: 7,500 Mil yen	
FYE2027/3 Forecasts	Orders received	81,000 Mil yen (YoY +14 %)	(YoY↑) Orders received will increase YoY due to an increase in engineering businesses such as semiconductor material-related plants and chemical plants
		MTMP: 80,000 Mil yen (YoY: +9,667 Mil yen)	
	Net sales	80,000 Mil yen (YoY -5 %)	(YoY↓) Although net sales will decrease YoY due to the completion of several large-scale projects in the first half of the year, we expect it to be at a higher level than our original MTMP
		MTMP: 77,000 Mil yen (YoY: -4,240 Mil yen)	
	Operating income	8,800 Mil yen (YoY -4 %)	(YoY↓) While gross profit will decrease due to the decline in net sales, the operating income margin is expected to improve
		MTMP: 7,500 Mil yen (YoY: -381 Mil yen)	
	Annual dividend	120 Yen/share (YoY +5 Yen)	(YoY↑) The dividend payout ratio will be increased to 40% (YoY: up 5 points)
		MTMP: 90 Yen/share	

External Environment Recognition

- Regarding the creation of a decarbonized society, the progress momentum is maintained in Japan, where the most part of our business is concentrated, including the development of relevant laws and regulations
- The Japanese government has selected 17 strategic fields as the key part of its growth strategy
- The emergence of geopolitical risks in the Middle East causes supply concerns, mainly related to crude oil and naphtha

External environmental topics that our company is focusing on

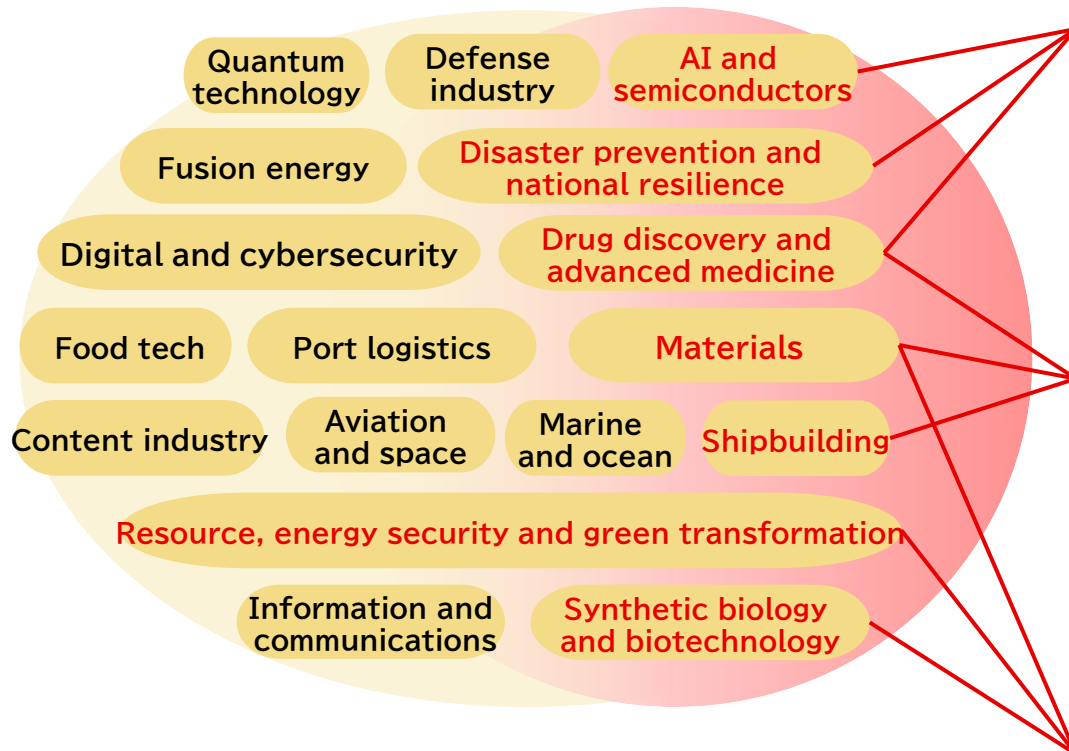
Impact on our company



Relevance of Japanese government policy guidelines and our business

- Wide range of our business areas aligns with various fields among the seventeen(17) strategic fields selected by the Japanese government

17 STRATEGIC FIELDS



Engineering Business

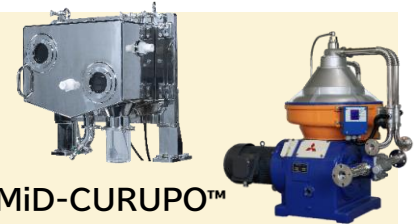
- Semiconductor materials (electronic materials) plants construction
- Sewage plants construction
- Biopharmaceutical plants construction



Plant construction example

Industrial Machinery Business

- Separation and filtration equipment for pharmaceutical raw materials
- Separation and filtration machine for recycling resource
- Marine oil purifiers and equipment compliant with marine environmental regulations



MiD-CURUPO™

Mitsubishi Selfjector (SJ series)

GX Business

- Hydrogen production facilities used in the manufacture of SAF and synthetic fuels
- Cultivation, concentration, and extraction technologies for the utilization of algae



Large-scale hydrogen production facility







Microalgae cultivation facility (sealed glass tubes type photobioreactor)



Impact of the Middle East situation on our performance outlook

- Due to the continued instability in the Middle East, the prices of some materials have soared due to shortages of crude oil and naphtha, worsening the supply environment
- The overall impact at this point is limited, and performance forecasts has not been impacted. We will continue to monitor the situation closely

Impact on our manufacturing and construction processes		Impact on orders
<p>Material procurement</p> <p>Impact on shipment volume, delivery time, and price of materials derived from crude oil and naphtha</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>rubber products</p> </div> <div style="text-align: center;">  <p>Thinner and paints</p> </div> <div style="text-align: center;">  <p>Lubricating oil</p> </div> <div style="text-align: center;">  <p>PVC and polyethylene products</p> </div> </div>		<p>Currently, there are no postponements or cancellations of customers' investment plans triggered by the Middle East situation</p>
<p>Current situation</p> <ul style="list-style-type: none"> ● Due to our efforts to diversify of suppliers, thorough inventory management and consideration of alternative materials, so far there has been no tangible impact on material availability ● Because these materials account for only a small portion of our costs, the impact of price fluctuations on performance is not currently materialized 		<p style="text-align: center;">Continue to monitor the impact on our performance</p>
<p>If the situation is prolonged or worsened</p> <p>➔</p>	<p>Potential impacts: Shortages of parts and paints for manufacturing equipment, delays in production plans due to soaring energy prices, prolonged periods for plant construction, and increased construction costs, etc.</p> <p>We are currently establishing a plan to cope with the potential risks that may materialize in the future</p>	<p>Postponement or cancellation of investment plans by customers using crude oil-derived chemicals, such as chemical plants</p>

II. FYE 2026/03 Financial Results

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II. FYE 2026/03 Financial Results

Consolidated Statements of Income and Comprehensive Income

- 42.3%↑ in net sales:
- 61.2%↑ in operating income:

Due to the smooth progress of large-scale construction projects ordered in the previous years and strong sales of marine equipment and components
 SG&A increased(as described later), but the several factors contributed such as, the increase in gross profit due to the increased net sales, cost improvements in completed construction projects in the engineering business and after-sales services and construction in the industrial machinery business
 (Unit: Millions of yen)

	FYE2025/03 (FY2024)		FYE2026/03 (FY2025)					
	Results	Ratio to Sales	*Forecasts as of Jan. 2026		Results	Ratio to sales	YoY change	
			Forecasts	Ratio to sales			Inc/Dec amount	Inc/Dec ratio
Net sales	59,202	—	88,500	—	84,240	—	+25,038	+42.3%
Cost of sales	45,995	77.7%	70,700	79.9%	65,976	78.3%	+19,981	+43.4%
Selling, general and administrative expenses	7,511	12.7%	8,800	9.9%	9,082	10.8%	+1,570	+20.9%
Operating income	5,694	9.6%	9,000	10.2%	9,181	10.9%	+3,486	+61.2%
Ordinary income	5,626	9.5%	9,100	10.3%	9,462	11.2%	+3,836	+68.2%
Interim profit attributable to owners of parent	4,879	8.2%	6,850	7.7%	7,546	9.0%	+2,667	+54.7%
Interim net income per share (Unit: yen)	213.79	—	300.76	—	331.34	—	+117.55	+55.0%

*We carried out a three-for-one stock split of its common shares on April 1, 2025. Therefore, earnings per share for the current period have been calculated assuming this stock split occurred at the beginning of the previous consolidated fiscal year.

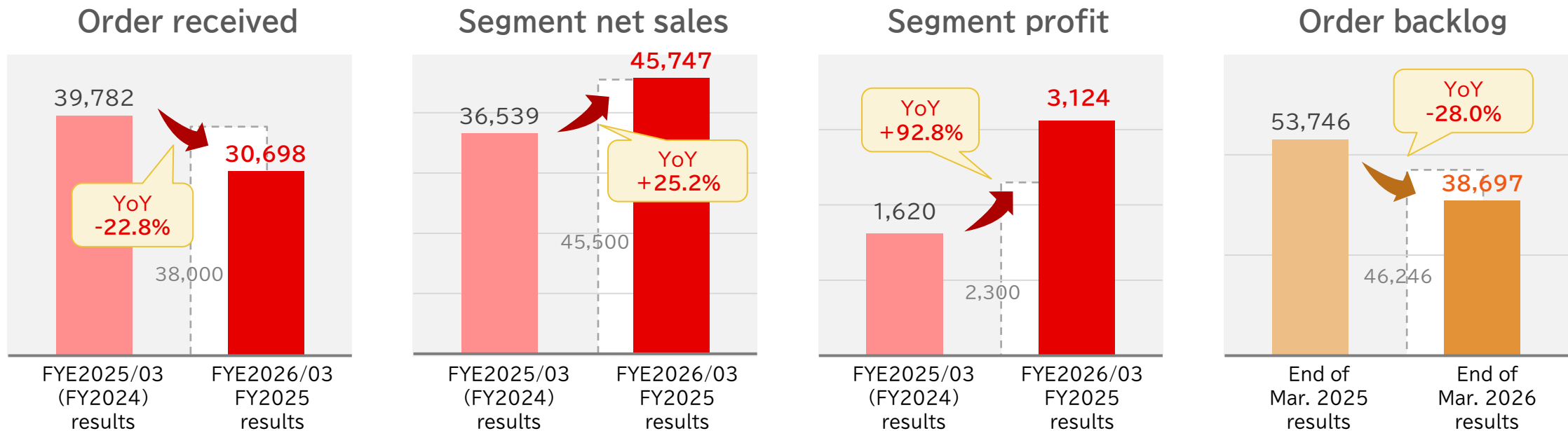
Segment Breakdown 1) Engineering Business

Points of financial Results

Order received	> Due to rising geopolitical risks, including U.S. trade policy, some customers' investment plans were revised, resulting in the plans not being met
Segment net sales	> Increased YoY, contributed by the order backlogs (mainly for domestic chemical plants (semiconductor material-related plants, etc. and sewage treatment facilities) in previous fiscal years
Segment profit	> Significantly increased YoY, because of the increase in gross profit due to increased net sales, cost improvements in completed construction projects and the acquisition of additional construction work

Performance Results (Unit: Millions of yen)

■ : FYE2025/3 results □ : MTMP plan ■ : FYE2026/3 results



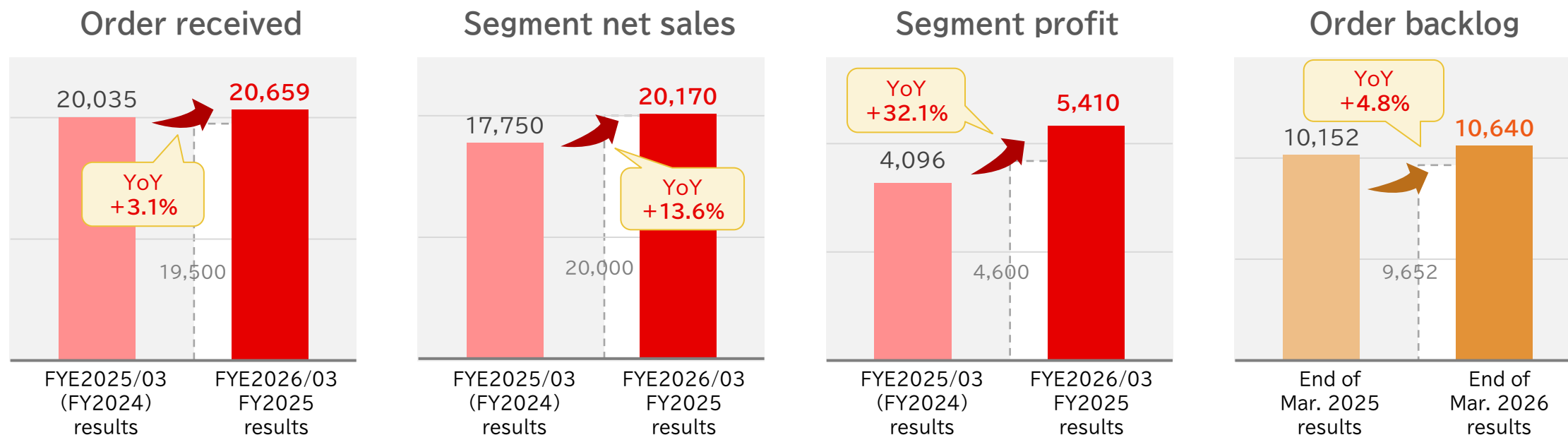
Segment Breakdown 2) Industrial Machinery Business

Points of financial Results

Order received	> Remaining at a high level in oil purifiers and its components and equipment compliant with ship environmental regulations, due to a positive trend in the shipbuilding/shipping market
Segment net sales	> Continuously increased due to the orders of oil purifiers and its components, and equipment compliant with ship environmental regulations
Segment profit	> Continuously increased due to an increase in gross profit from higher sales as well as an increase in sales of highly profitable after-sales services

Performance Results (Unit: Millions of yen)

■ : FYE2025/3 results □ : MTMP plan ■ : FYE2026/3 results



Segment Breakdown 3) GX Business

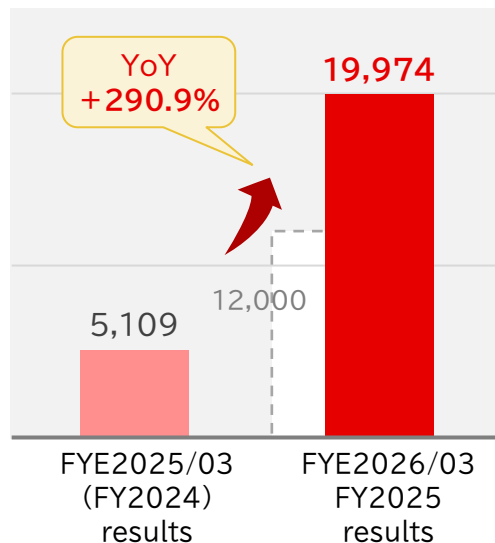
Points of financial Results

Order received	> Significantly increased compared to both the previous fiscal year and our planned targets, due to steadily securing orders for projects related to hydrogen utilization
Segment net sales	> Significantly increased YoY, contributed by the order backlogs (mainly in large-scale hydrogen production equipment) from previous fiscal years
Segment profit	> The increase in gross profit due to increased sales outweighed increased SG&A expenses, resulting in turning into the black

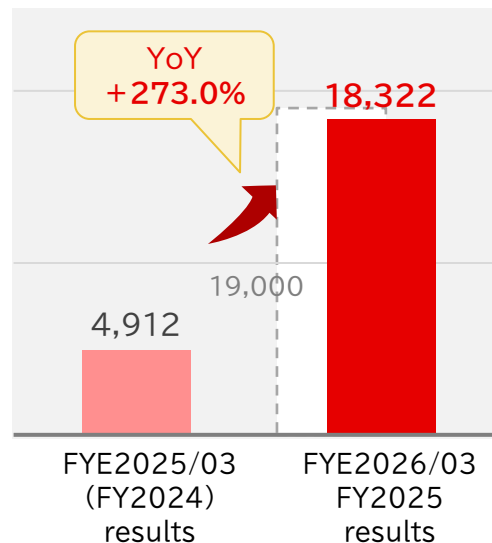
Performance Results (Unit: Millions of yen)

■ : FYE2025/3 results □ : MTMP plan ■ : FYE2026/3 results

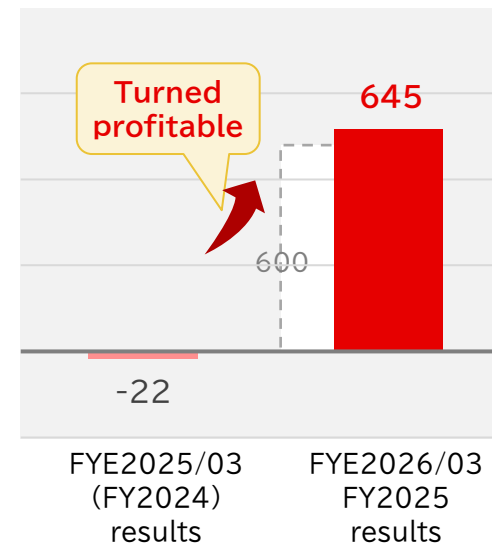
Order received



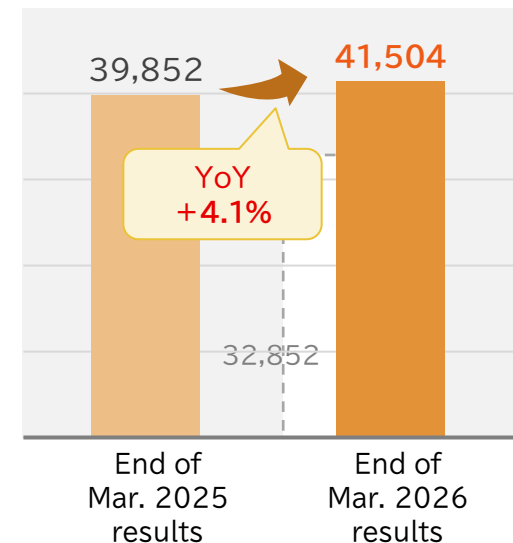
Segment net sales



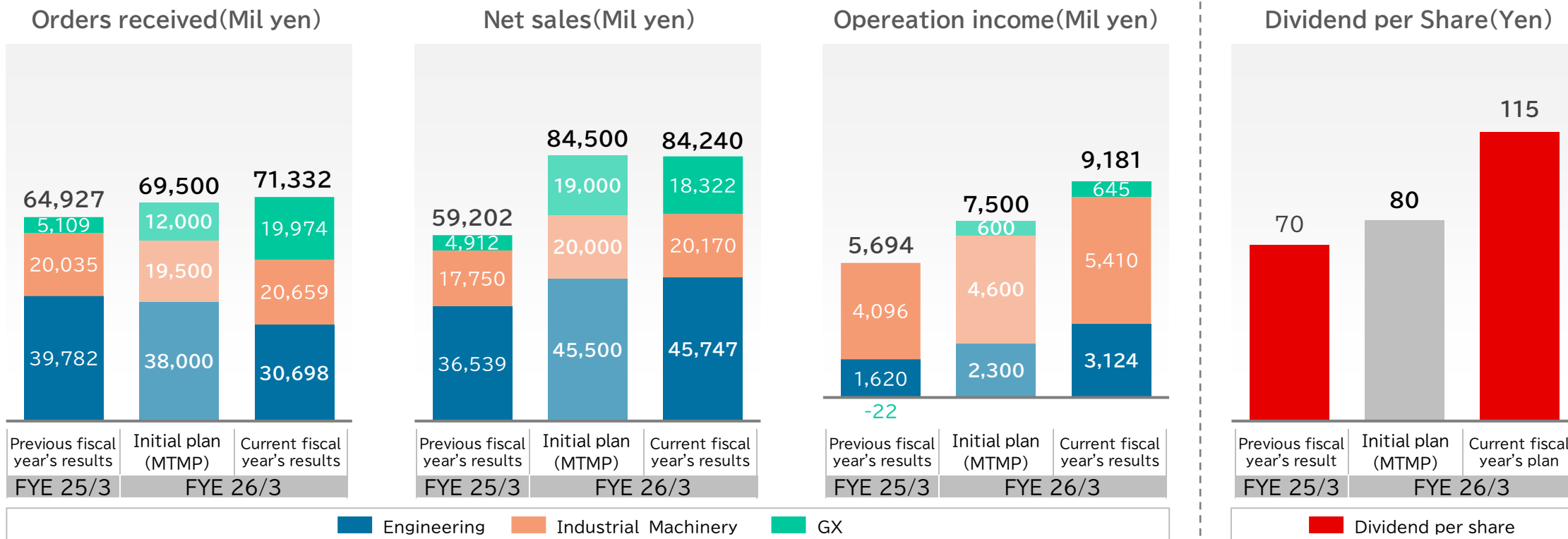
Segment profit



Order backlog



Comparison of consolidated performance with previous year's results and medium-term management plan



- The order value for GX business significantly exceeded the plan, offsetting the decline in engineering business

- All the business segments recorded net sales largely in line with the plan, resulting a significant increase YoY

- All the business segments achieved the planned targets, and the total result significantly exceeded the plan

- Dividend increase due to the increased net income
- Dividend payout ratio is 35% (In line with the Shareholder return policy in MTMP)

Selling, General and Administrative Expenses

- **20.9%↑ in the value terms:** In addition to increases in salaries and bonuses, R&D expenses increased due to expanded growth investment for new products development, and advertising expenses increased due to corporate brand strategy activities
- **1.9point↓ in net sales ratio:** Sales SG&A ratio is decreased from 12.7% to 10.8%

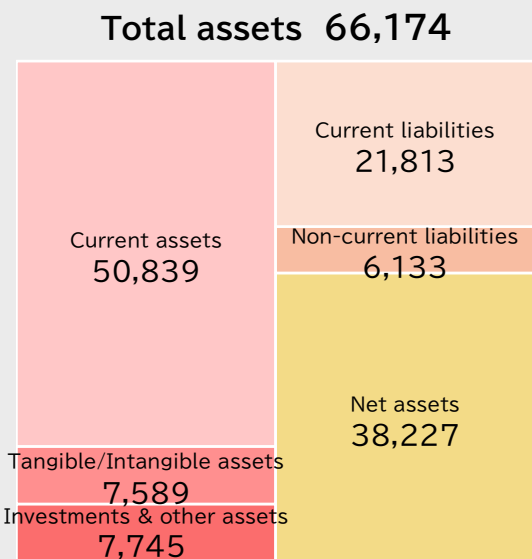
(Unit: Millions of yen)

	FYE2025/03 (FY2024)		FYE2026/03 (FY2025)			
	Results	Ratio to sales	Results	Ratio to sales	YoY change	
					Inc/Dec amount	Inc/Dec ratio
Salaries & bonuses	2,674	4.5%	3,037	3.6%	+362	+13.5%
Estimation cost	851	1.4%	899	1.1%	+47	+5.6%
R&D expenses	510	0.9%	815	1.0%	+305	+59.8%
Sales commission	273	0.5%	307	0.4%	+34	+12.4%
Advertising expenses	178	0.3%	271	0.3%	+93	+52.3%
Depreciation	163	0.3%	265	0.3%	+102	+62.9%
Other costs	2,858	4.8%	3,484	4.1%	+626	+21.9%
Total SG&A	7,511	12.7%	9,082	10.8%	+1,570	+20.9%

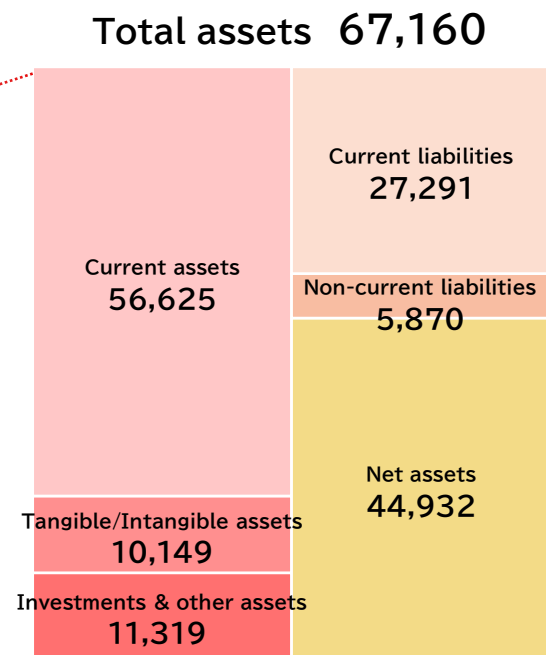
Consolidated Balance Sheets

- **Total assets significantly increased:** Accounts receivable and construction in progress related to the restructuring of Kawasaki Works increased
- **Liabilities increased** : Contract liabilities decreased, but accounts payable and debt increased, resulting in an overall increase.
- **Equity ratio remained flat** : The increase in total assets and net assets offset each other, causing little YoY change (57.8%→57.5%)

End of Mar. 2025



End of Mar. 2026

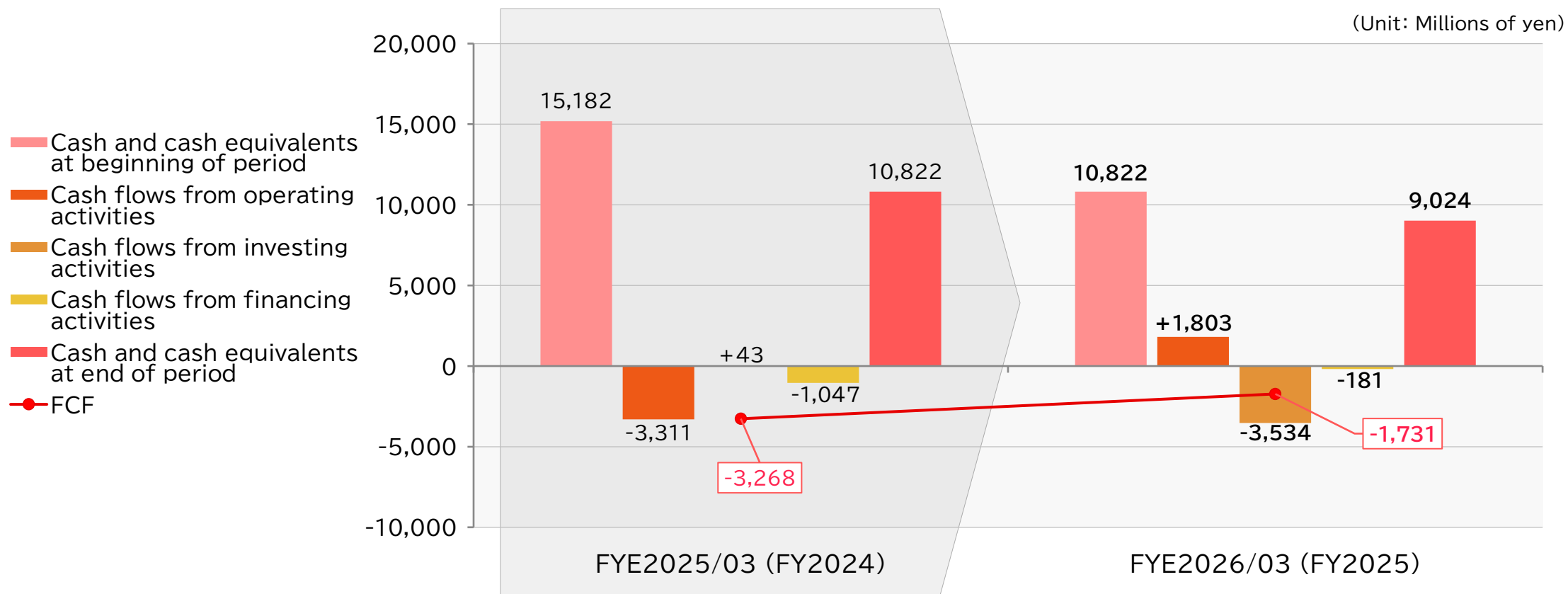


(Unit: Millions of yen)

Compared to the end of the previous fiscal year	
Current assets	+5,786
Accounts receivable-trade	+3,174
Contract assets	+3,620
Tangible/Intangible assets	+2,559
Tangible/Intangible assets (Construction in progress)	+2,718 (+3,208)
Investments & other assets	+3,573
Investment securities	+2,324
Retirement benefit asset	+1,156
Current liabilities	+5,477
Contract liabilities	-2,514
Accounts payable	+3,039
Short-term debt	+3,500
Non-current liabilities	-263
Net assets	+6,705
Retained earnings	+5,326

Consolidated Statements of Cash Flows

- **Operation cash flow is positive:** The decrease in cash flow due to the increase in accounts receivable was offset by increased income, resulting in positive operating cash flow
- **Investing cash flow is negative:** Primarily used for expenses related to the restructuring of Kawasaki Works
- **Free cash flow is negative:** The improvement in operation cash flow resulted in a smaller negative figure YoY



Ⅲ. FYE 2027/03 Performance Forecasts

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III. FYE 2027/03 Performance Forecasts

Consolidated Forecasts of Income and Comprehensive Income

- 5.0%↓ in net sales:

Although net sales will decrease YoY due to the completion of several large-scale projects in the first half of the year, we remain at a high level due to high level of order backlogs in the Engineering & GX business and strong sales of marine equipment and its components, and it will enable the more net sales than our original MTMP

- 4.2%↓ in operating income:
- 9.2%↓ in net profit:

The decline in gross profit due to decreased net sales will cause a decrease, while the op margin will improve
The decrease in ordinary income will lead a decrease in net income

(Unit: Millions of yen)

	FYE2026/03 (FY2025)		FYE2027/03 (FY2026)					
	Full-year results	Ratio to sales	1st half- year forecasts	Ratio to sales	Full-year forecasts	Ratio to sales	YoY change	
							Inc/Dec amount	Inc/Dec Ratio
Net sales	84,240	—	43,000	—	80,000	—	-4,240	-5.0%
Cost of sales	65,976	78.3%	34,300	79.8%	62,000	77.5%	-3,976	-6.0%
Selling, general and administrative expenses	9,082	10.8%	4,600	10.7%	9,200	11.5%	+117	+1.3%
Operating income	9,181	10.9%	4,100	9.5%	8,800	11.0%	-381	-4.2%
Ordinary income	9,462	11.2%	4,200	9.8%	8,900	11.1%	-562	-5.9%
Net Profit attributable to owners of parent	7,546	9.0%	3,600	8.4%	6,850	8.6%	-696	-9.2%
Net income per share (Unit: yen)	331.34	—	158.05	—	300.74	—	-30.6	-9.2%

*Forecasts as of May 2026

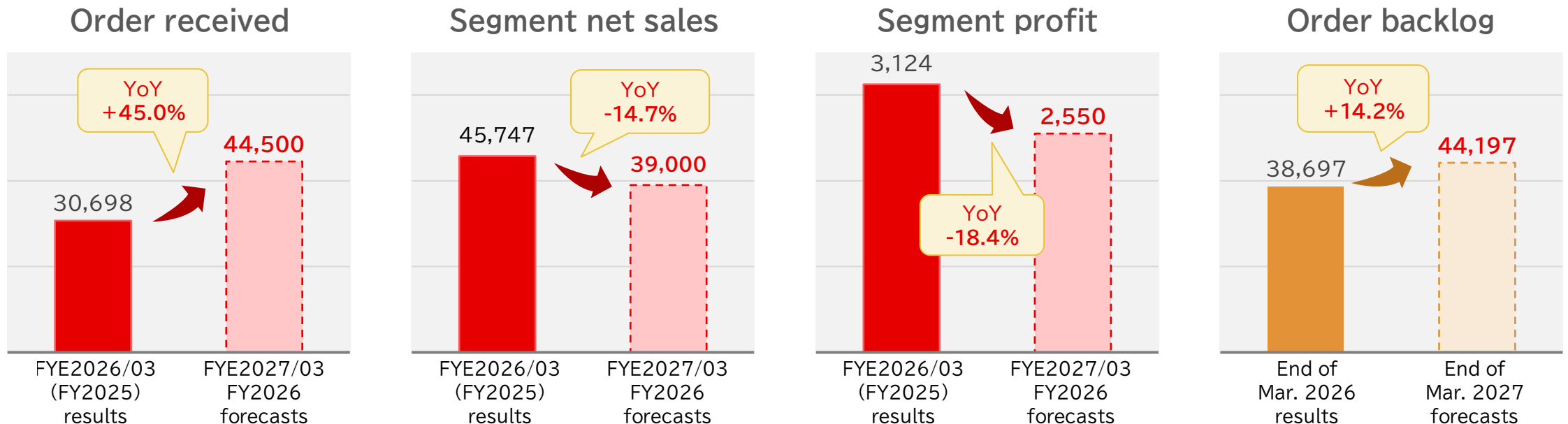
Segment Business Forecast 1) Engineering Business

Points of forecast

Order received	> Expect a significant increase YoY, due to orders for semiconductor material-related plants and chemical plants, based on the strong demands
Segment net sales	> Expected to remain at a high level, though it will decrease YoY due to the completion of several large-scale projects in the first half of the year
Segment profit	> Expect a decrease, due to the decline in gross profit and net sales

Performance outlook (Forecasts) (Unit: Millions of yen)

■ : FYE2026/3 results □ : FYE2027/3 forecasts



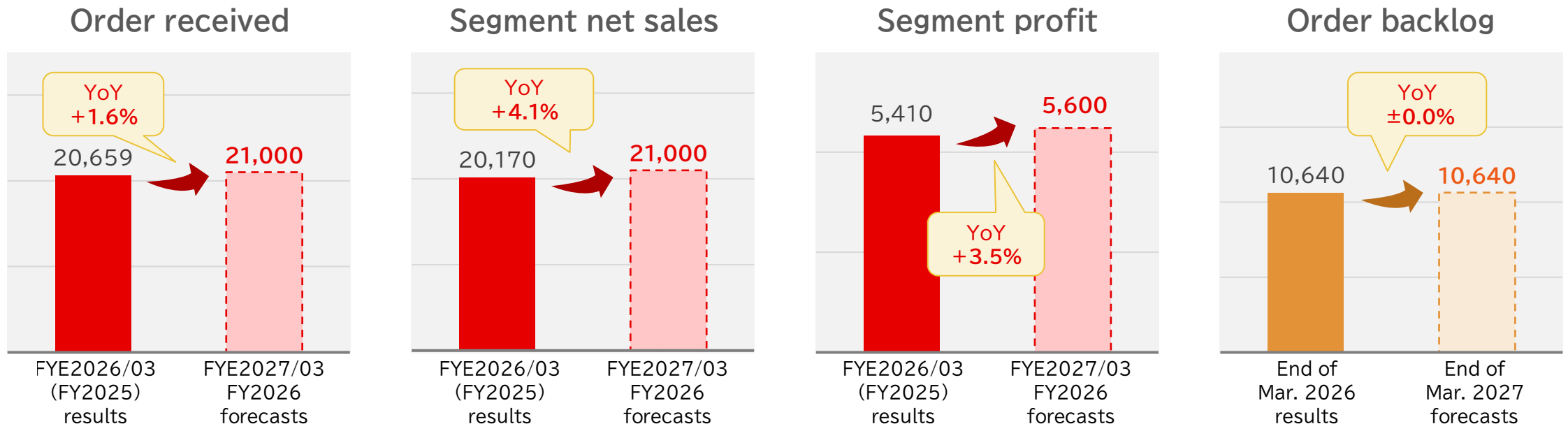
Segment Business Forecast 2) Industrial Machinery Business

Points of forecast

Order received	> Expect to maintain a high level, based on the robust shipbuilding/shipping market
Segment net sales	> Expect to remain at a high level, by steadily acquiring orders for Oil purifiers and its components, and ship equipment compliant with ship environmental regulations
Segment profit	> Expect to slightly increase, due to the increase in gross profit and net sales

Performance outlook (Forecasts) (Unit: Millions of yen)

■ : FYE2026/3 results □ : FYE2027/3 forecasts



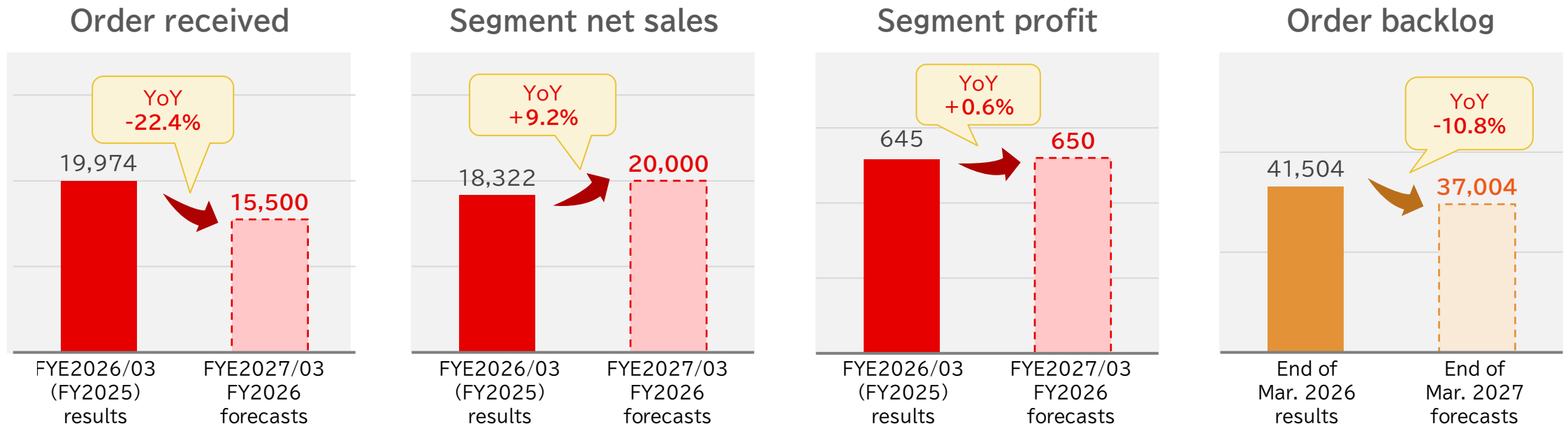
Segment Business Forecast 3) GX Business

Points of forecast

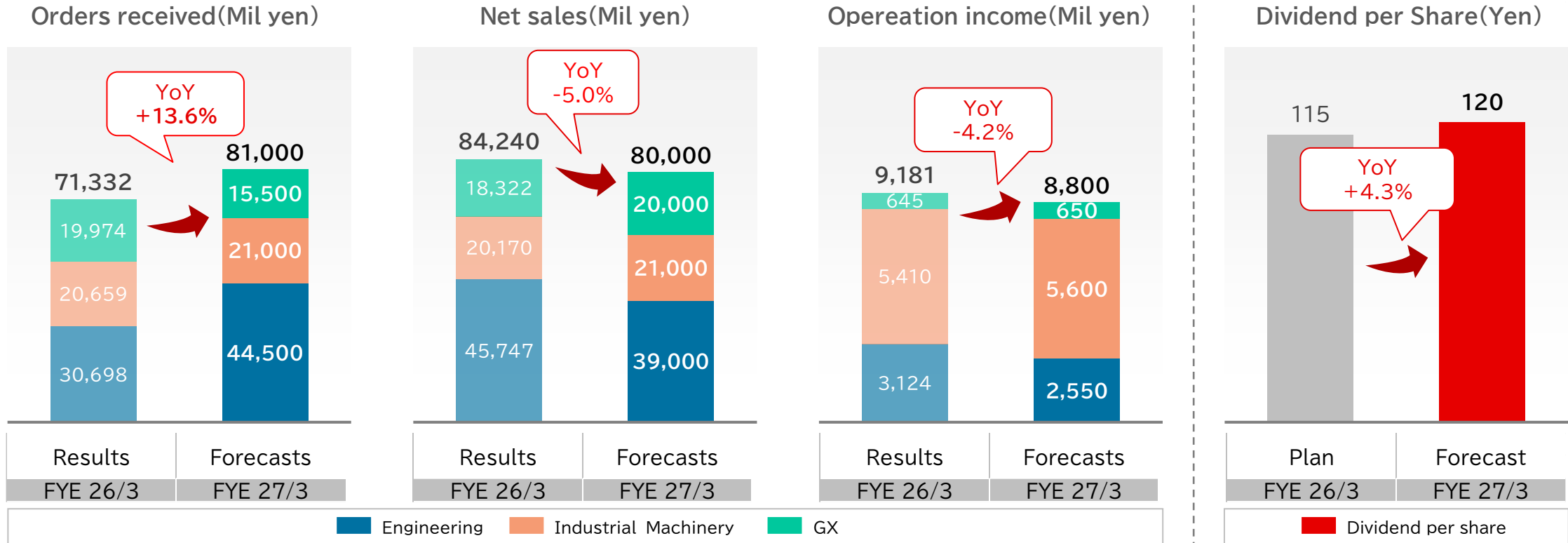
Order received	> Expect to remain at a high level while decreasing YoY, by acquiring orders relevant to the hydrogen utilization and biogas plant
Segment net sales	> Expect to increase, contributed by the order backlogs in previous fiscal years
Segment profit	> Expect to secure segment profits at the same level as the previous fiscal year

Performance outlook (Forecasts) (Unit: Millions of yen)

■ : FYE2026/3 results □ : FYE2027/3 forecasts



Comparison of consolidated performance forecast with previous year's results



- Increase in the engineering business is expected to lead to the increase YoY

- Strong performance in the industrial machinery business and GX business is expected to offset the decline in the engineering business, resulting in only a slight decrease YoY

- Increased net income in the industrial machinery business is expected to partially offset the decline in the engineering business, resulting in only a slight decrease YoY

- Expect to increase, due to the more net income than MTMP, and DPR increase in line with the shareholder return policy in MTMP

*Dividend payout ratio:
 FYE26/3 35%
 →FYE27/3 40%

IV. Progress for the First Year of Medium-Term Management Plan (FY2025 to FY2027)

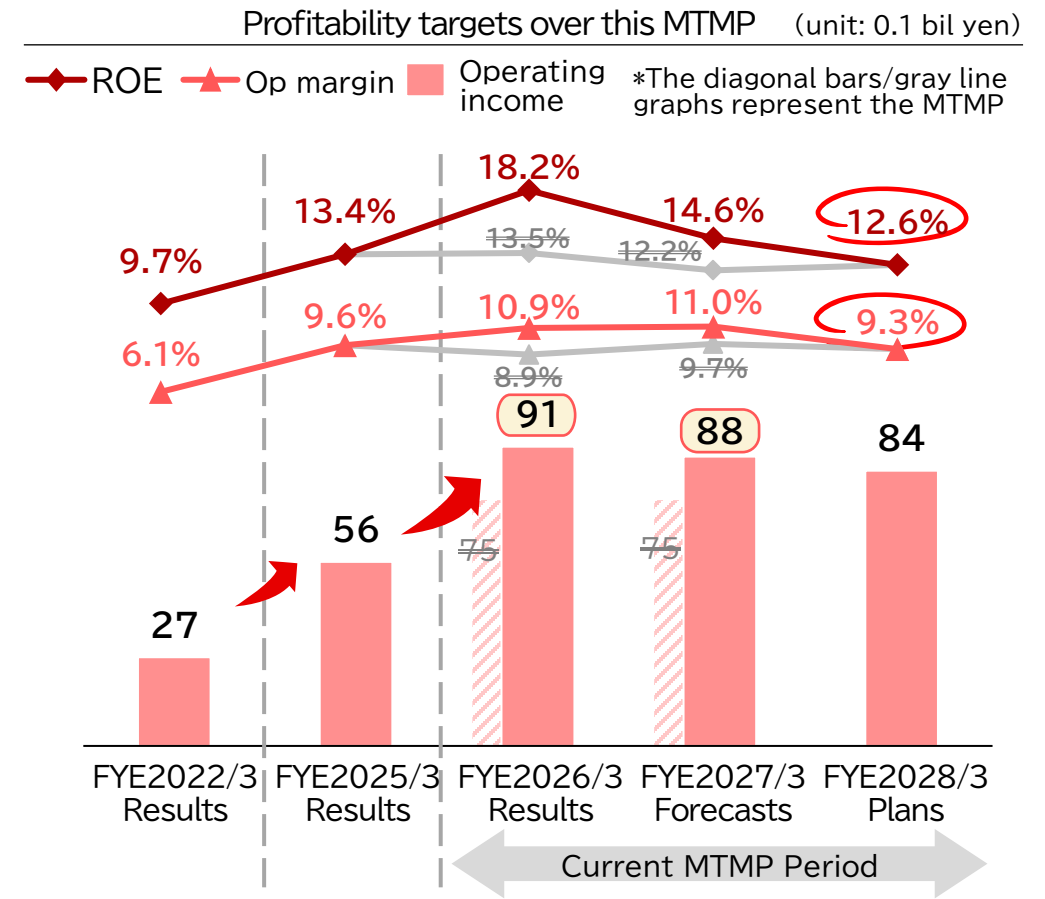
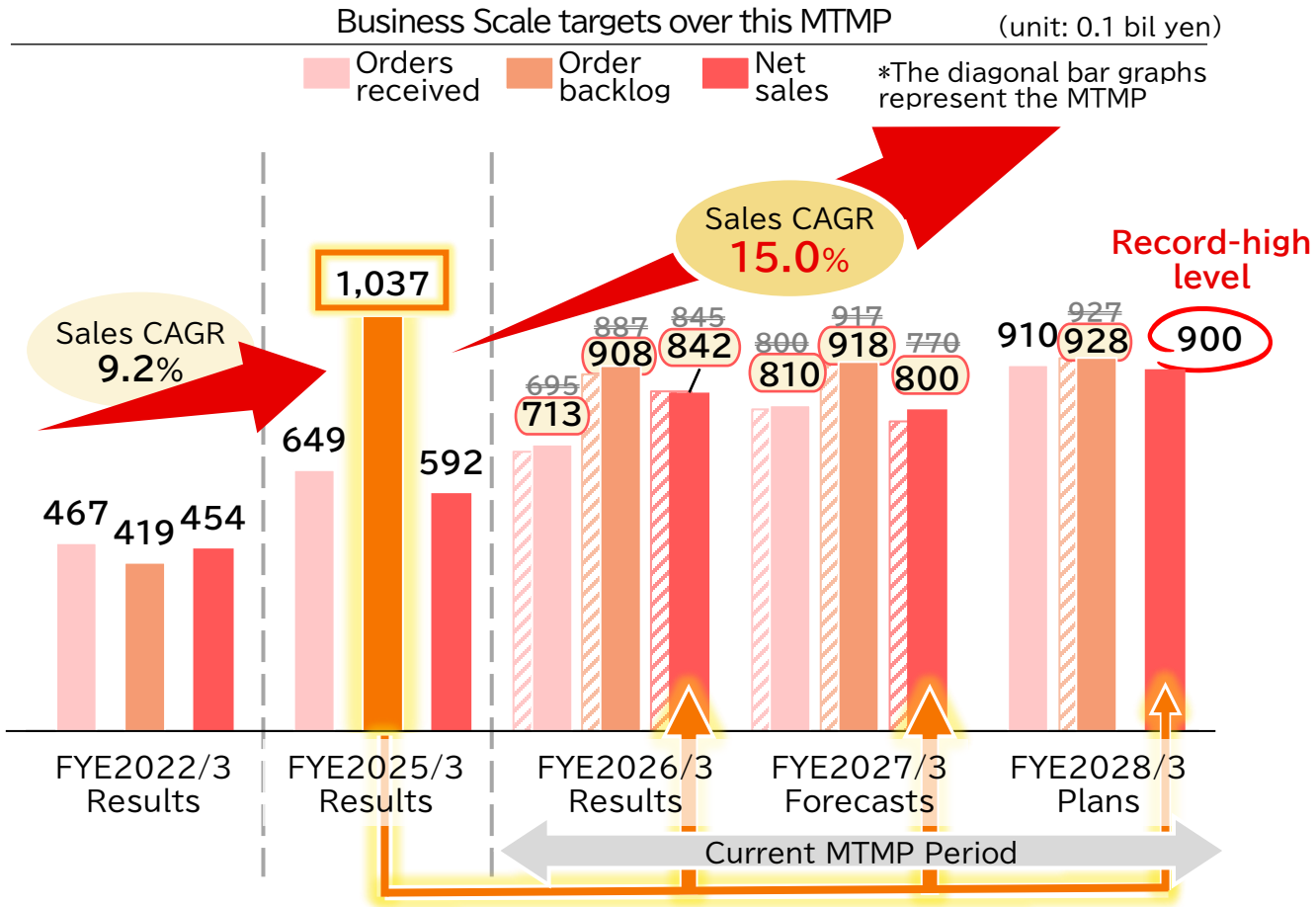
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IV. Progress for the First Year of Medium-Term Management Plan(FY2025 to FY2027)

Progress for the First Year of Medium-Term Management Plan 1) Planned Figures

- For FYE 2026/3 as the first fiscal year of the MTMP, orders received, net sales and operating income largely met the targets
- For FYE 2027/3, we expect to exceed our targets set in the original MTMP again



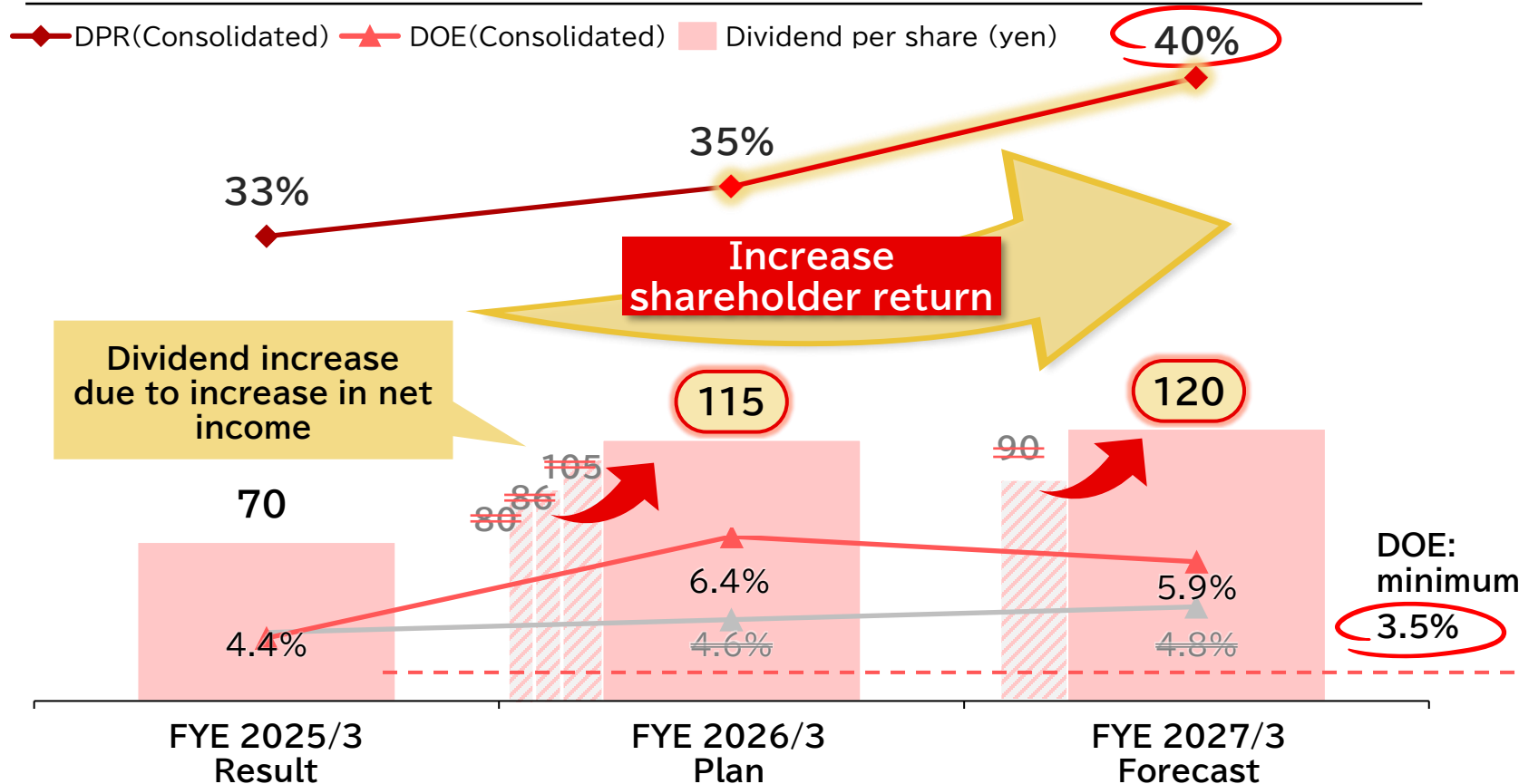
During this MTMP period, we aim to accelerate the net sales growth ratio, and also to raise the profit ratio

IV. Progress for the First Year of Medium-Term Management Plan(FY2025 to FY2027)

Progress for the First Year of Medium-Term Management Plan 1) Dividend Trends

- For FYE 2026/3, we plan to increase a dividend payout ratio to 35% as planned, and with an increase in net income, resulting in the dividend of 115 yen per share
- For FYE 2027/3, in line with the MTMP, we plan to increase the dividend payout ratio to 40%, resulting in the increase of dividend per share to 120 yen

Results of Shareholder Return and Planned Return for the MTMP Period



Policy to strengthen shareholder returns

- In FYE 2026/3, in addition to an increase in net income, we increased dividends in line with our MTMP shareholder return policy
- The dividend payout ratio for the current period is 40%

35% → 40%
 FYE 2026/3 FYE 2027/3

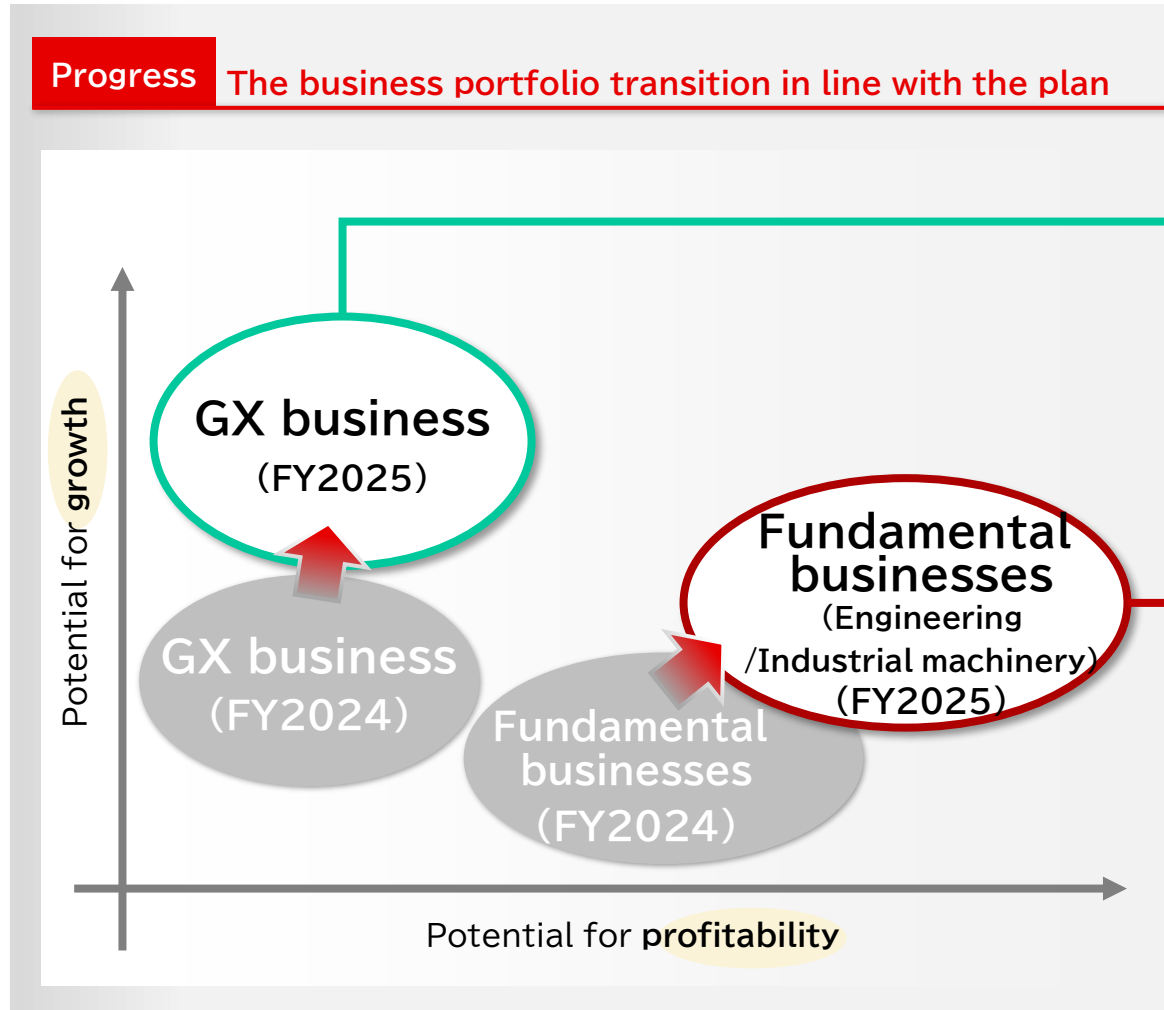
- Maintaining stable dividends with a minimum dividend on equity (DOE)

*On April 1, 2025, we conducted a 3-for-1 stock split. The figures before FYE 2025/3 have been calculated considering the stock split.

Progress for the First Year of Medium-Term Management Plan

Key Point 1. Evolution of our business portfolio

- The GX business realized the business scale growth, and the fundamental businesses improved profitability, achieving the progress in line with the MTMP as a whole



GX business: Sales growth

- Order received and net sales significantly increased YoY

Trends in Order Volume and Sales for the GX Business

GX business	FYE25/3	FYE26/3	Increase ratio
Orders received	5.1 bil yen	19.9 bil yen	+290.9%
Net sales	4.9 bil yen	18.3 bil yen	+273.0%

Fundamental businesses: Greater profitability

- Operating income margins improved in both the engineering business and the industrial machinery business

Trends in operating income margins

Op margin	FYE25/3	FYE26/3	Increase/Decrease
Engineering business	4.4%	6.8%	+2.4pt
Industrial machinery business	23.1%	26.8%	+3.7pt

IV. Progress for the First Year of Medium-Term Management Plan(FY2025 to FY2027)

Progress for the First Year of Medium-Term Management Plan

Key Point 2. Establishment of management conscious of capital costs and our stock prices

- The steady execution of business and management plans in line with the MTMP, has caused the significant improve of our stock price, P/B ratio, and stock liquidity
- The steady execution of growth investments and strengthened information dissemination have also contributed to the enhancement of corporate value

Progress Following the announcement of this MTMP, stock prices, P/B, and stock liquidity improved significantly

◀ Due to the steady execution of the MTMP

Index	25/03/31 (Last month of the previous fiscal year)	25/05/30 (Month of announcement of the MTMP)	25/10/31 (Month of interim financial results announcement)	26/03/31 (Last month of the FYE 26/03)	26/05/29 (One year since the MTMP announcement)
stock price	1,355 yen* P/B: 0.8x	1,937 yen	3,295 yen	2,914 yen P/B: 1.5x	3,590 yen
Trading volume *Daily average	FY2024 average: 141k shares/day*	4/1 Stock split	FY2025 average: 320k shares/day		FY2026 YTD average: 262k shares/day

Following the announcement of MTMP plan on May 15th 2025, the stock price has continued to rise

Continuing to enhance corporate value

*We conducted a stock split at a ratio of 3 shares for every 1 share of common stock effective April 1, 2025. The listed stock price and trading volume reflect this stock split.

Execution of growth investments

- Actively making investments to lead business expansion, such as R&D and M&A, steady progress

Growth investment in MTMP

R&D
First year results:
810 million yen



M&A·Alliance, investment
First year results:
3 cases

FY2025 results

- We will actively invest after considering factors such as business viability and the timing of commercialization (Quick-Win)
Example: Conversion to blue hydrogen of manufactured hydrogen (CO2 capture)
- We have invested in three projects with promising synergies:
 - 1) MKK Tohoku acquires shares in Nissei Kogyo Co, Ltd.
 - 2) Investment in Japan Hydrogen Fund, L.P.
 - 3) Investment in Japan Suiso Energy, Ltd.

Information dissemination that raises expectations for growth

- Strengthening IR/SR activities
 - The number of IR interviews conducted almost doubled (YoY +80%)
 - The first appearances at the Nikkei IR Fair and in investor-focused media, and strengthening IR for individual investors
 - SR: We conducted our first major shareholder engagement meeting
- Strengthen public relations activities
 - Started appearing on television programs and other media
 - Promoting strategic public relations activities through the MKK PROJECT

Other progress on Key Point 2

IV. Progress for the First Year of Medium-Term Management Plan(FY2025 to FY2027)

Progress for the First Year of Medium-Term Management Plan

Key Point 3. Stronger human and technical capital

- To strengthen human capital, we are implementing recruitment, training and employee engagement enhancement measures, resulting in a steady headcount plan progress
- As part of our efforts to strengthen technological capital, we are making progress on measures aimed at maximizing our manufacturing capabilities, including the restructuring of the Kawasaki Works

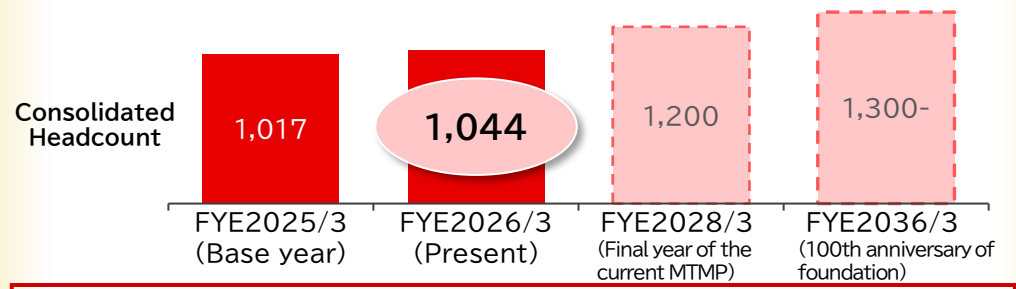
Human Capital Strategy

- Strengthen measures related to human resources development and acquisition, and improving employee engagement

Strengthening recruitment of new graduates and mid-career professionals	→ The number of hires is increasing
Strengthen education and training programs and infrastructure	→ Training hours are increasing
Further promotion of work style reform	→ Ensuring diversity and contributing to work-life balance
The president continues town hall meetings Fulfilling employee stock ownership plan	→ Contributes to improved engagement

- Personnel plans are progressing steadily

Headcount increase plan in the MTMP



Company-wide productivity*1	58Mil yen/person	80Mil yen/person	75Mil yen/person	100Mil yen/person*2
-----------------------------	------------------	------------------	------------------	---------------------

*1 Company-wide productivity is calculated as sales per employee
*2 Calculated using projected figures after the management vision update in May 2026

Manufacturing Strategy

- Focus on restructuring the head office and Kawasaki Works

- In order to make it the mother factory for product development and production activities, we are continuing to consider the necessary and sufficient equipment and systems, and are making progress on measures that will contribute to maximize our manufacturing capabilities



Situation as of April 2026:
Reinforcement bar assembly process

- Promoting organic collaboration among factories

- We newly established Production Strategy Planning Office, that leads the initiatives to build a system allowing a flexible coordination of production activities among the group factories

DX Strategy



- We have implemented AI in multiple projects to improve the sophistication and efficiency of our operations
 - ... We will promote the creation of an environment that allows employees to focus on high value-added tasks, contributing to a further increase in operating income margins
- Certified under the METI's DX certification program
- We are currently selecting a DX partner to promote the production and factory DX

IV. Progress for the First Year of Medium-Term Management Plan(FY2025 to FY2027)

Progress for the First Year of Medium-Term Management Plan

Key Point 4. Improved transparency of corporate governance

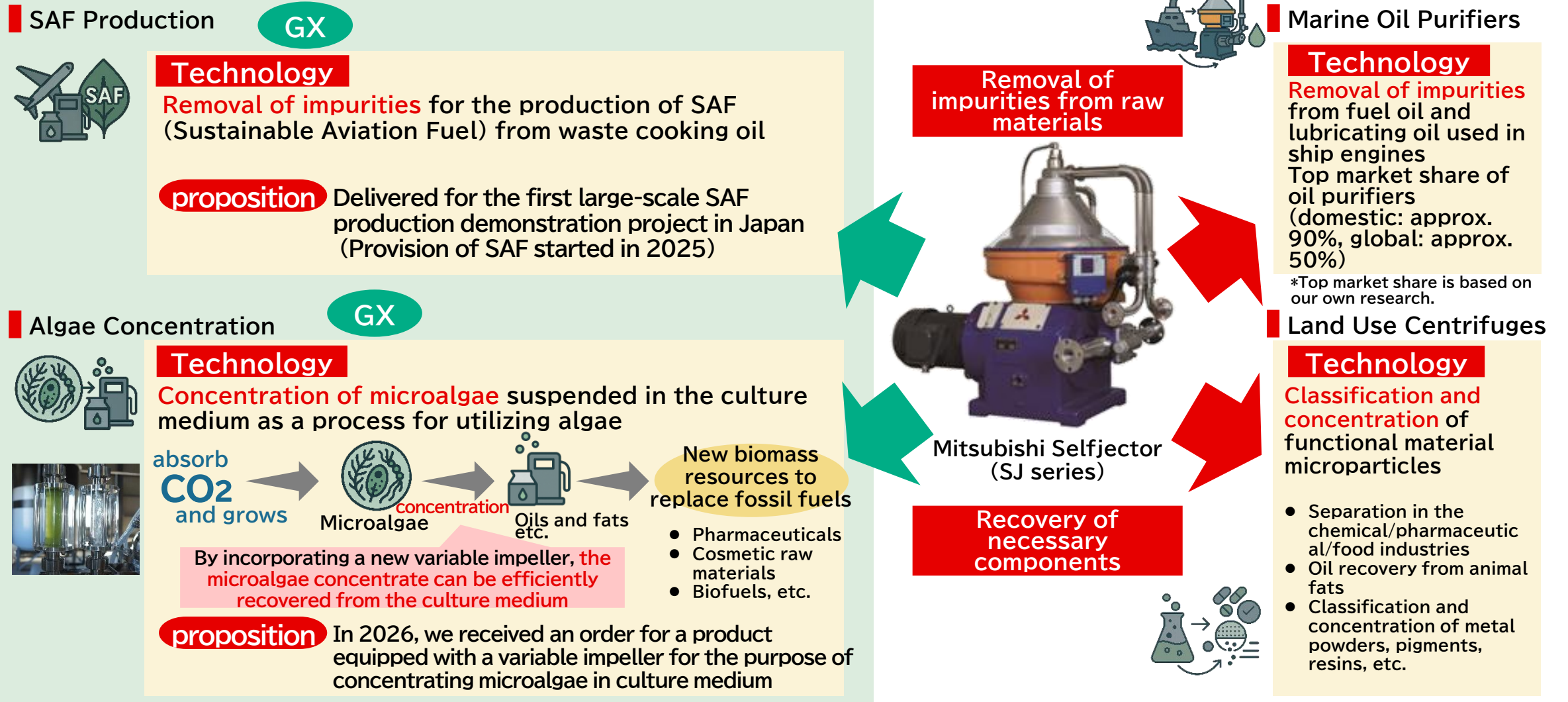
- Our efforts regarding materiality are generally progressing smoothly
- Regarding the labor safety and health, we are currently working on creating a system to prevent recurrence of the accidents

MTMP Sustainability KPI progresses		Results for FY2025		
Materiality	KPI	O/×	results	Main initiatives
1 Creation of social value related to the four strategic business fields	a) Net sales from the GX business in the 3rd year: 23.0 billion yen or more	a) ○	18.3 Bil yen	<ul style="list-style-type: none"> ● One incident resulting in lost workdays occurred →We are currently working on creating a system to prevent recurrence
	b) M&A/Investment plans carried out: At least 1 plan	b) ○	1	
2 Establishment of stronger relationships with customers (quality and safety)	a) Accidents requiring at least 4 days off from work ^{※1} : 0	a) ×	1	<ul style="list-style-type: none"> ● A "town hall meeting" was held where all employees and the president could engage in dialogue →Incorporating employee feedback into management contributes to improve employee engagement
	b) Ratio of the cost of quality (loss) to net sales ^{※2} : Lower than the previous medium-term plan period	b) ○	Achieved reduction	
3 Promotion of development and use of personnel while valuing diversity	a) Average employee engagement score ^{※3} : Up at least 3 points	a) ○	+2pt(66pt)	<ul style="list-style-type: none"> ● To promote sustainable procurement, we identified ESG issues through a CSR survey of key suppliers and are taking a follow-up action →The implementation structure has been fixed, and the second phase is underway for FY 2026
	b) Ratio of female employees ^{※3} : At least 20%	b) ○	15.5%	
4 Reduction of environmental burdens from business activities	a) Emissions from Scopes 1 and 2 ^{※1} : Levels below the targets for 2030(1,417tCO2) maintained	a) ○	959tCO2(estimate) 5 categories disclosed 3 categories currently being calculated	
	b) Emissions from Scope 3: Figures calculated and disclosed	b) ○		
5 Establishment and promotion of manufacturing strategy	a) DX in plants: DX adopted by the Group's plants, including Kawasaki Works	a) ○	Partner selection in progress	
	b) Material procurement risk management: Supply chain management	b) ○	The first initiative was implemented	
6 Enhancement of corporate governance	By fully functioning governance, our effort to meet KPIs supported		Monthly monitoring of KPI progresses	

※1 Targets for all periods within this medium-term plan period※2 Target for the current 3-year medium-term plan compared to the average for the previous 3-year medium-term plan
 ※3 Targets for the final year of the current medium-term plan (FY2027) compared to the final year of the previous medium-term plan (FY2024)

Fields of Application for the “SJ Series”

● We are developing new applications for the SJ series, one of our top market share products, to expand its usage for GX business



Update on our top-selling product

Main reporting segments

Topics

Major achievements and progresses

Hydrogen generator



HyGeia-A : Small-Scale On-Site Hydrogen Generator

- ❑ We have secured multiple orders for large and medium-sized hydrogen production facilities
- ❑ Shipment of the on-site hydrogen generator “HyGeia” series remains steady
 - For the use in the semiconductor, electronic materials, and carbon neutral fields

Trend of the HyGeia series shipment numbers			
FYE23/3	FYE24/3	FYE25/3	FYE26/3
2 units	6 units	11 units	4 units

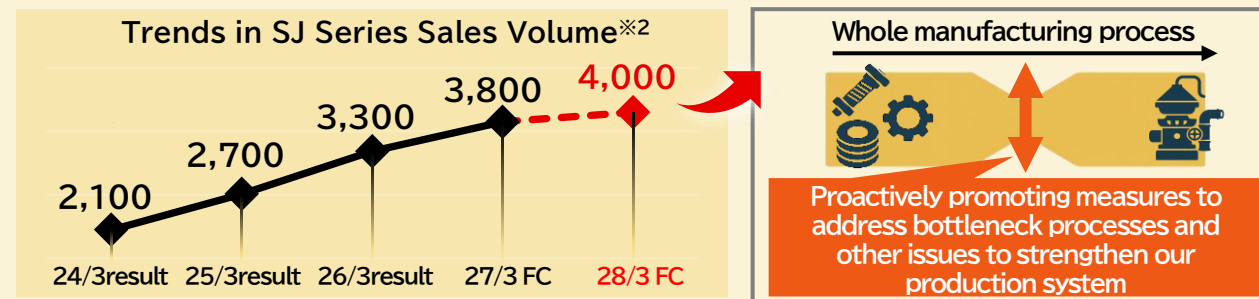
- GX business
- Engineering business

Oil purifier



Oil purifier, Mitsubishi Selfjector (SJ) series

- ❑ Strong orders received
 - Demand for new ships remains strong, and demand of our products for fuel oil and processing fuel oil is expected to continue
- ❑ To further expand its current market share (90% domestic, 50% global)*1, we will strengthen its strategy, primarily in China
 - Making maximum use of the SJ factory’s capacity (up to 5,000 units) ... We are proactively and systematically working to strengthen our production capacity (including addressing bottleneck processes)



- GX business
- Industrial Machinery business

*1 Market share is based on our own research
 *2 Sales figures are approximate (production figures at Kawasaki Works)

Expanding our bench-scale solid-liquid separators for active pharmaceutical ingredients and electronic materials

- By expanding the range of products compatible with iFactory[®], we aim to address labor and energy savings in the manufacturing processes of active pharmaceutical ingredients and electronic materials, and to meet the diverse needs of our customers



Demonstration plant constructed at TAKASAGO CHEMICAL CORPORATION

What is iFactory[®]

Conventional batch manufacturing method



Towards continuous production

- ✓ **Energy conservation**
...Energy savings of 85% compared to conventional methods (in the filtration and drying processes)
- ✓ **Reduction of waste volume**
...It becomes possible to produce only the necessary products in the necessary quantities
- ✓ **Compatible with a wide range of products**
...The modular design allows for adaptation to diverse manufacturing processes

applicable

Expanding the product lineup

Continuous rotary filter CURUPO[®]

- The entire filtration cycle, from filtration to cake removal, can be performed automatically and seamlessly within a highly airtight casing

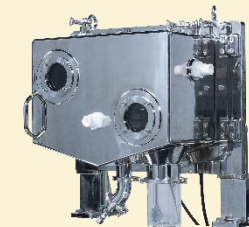
Rotary ceramic membrane filtration machine DyF[®]

- Microfiltration, ultrafiltration, and nanofiltration are possible
- It can also handle slurries containing nano-level particles

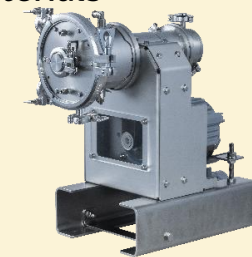
Downsizing

Minimize residual material inside the aircraft
Reduce the risk of foreign object contamination
(Improve aircraft cleaning and operability)

Designed for application in the manufacturing processes of active pharmaceutical ingredients and electronic materials



MiD-CURUPO[™]



DyF-ap[™]

By using different machines according to their properties, we can meet a variety of customer needs

V. An update for the Mitsubishi Kakoki Group's Management Vision for 2050

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

MKK

An update for the Mitsubishi Kakoki Group's Management Vision for 2050 (“Vision”)

To advance the period to reach the consolidated net sales JPY 100bil by six years from FY2035 to FY2029, and to uplift the expected consolidated net sales in FY2035 from JPY 100bil to a range of JPY 120 - 140bil

● Purpose of the update

- To ensure an accurate message regarding our long-term growth potential and aspirations

● Key point of the update

- To advance and uplift the aspirational business performance expectations in FY2035, as the milestone ultimately looking ahead 2050

Item	Original in 2021	After the update this time
FY2029 Consolidated Business results	(No setting)	Net Sales JPY 100bil (GX business approx. 30%) Op. margin approx. 10%
FY2035 Consolidated Business results	Net Sales JPY 100bil (New biz. 50 - 60%) Op. margin 7 - 8%	Net Sales JPY 120 - 140bil (GX business 40 - 50%) Op. margin approx. 10%

Advancement

Uplift

- No other updates than the above

● Background of the update

- Since the establishment of Vision in 2021, we have expanded the fundamental business scale in a faster pace than expected, as a result of business environment change and the solid progress of the business strategy, resulting in a clearer view of the path to realize the Vision
- We believe it appropriate to update the aspiration, originally aiming net sales JPY 100bil in FY2035, the 100th anniversary of foundation

1) The examples of the structural changes of our business environment

- ✓ Sharp increase of the deal size for EPC business*1, due to the inflations
- ✓ Rebound of the global sea transport increase trend, after the pandemic
- ✓ Increase of business opportunity for GX business, partly supported by the Japanese governmental laws, rules and initiatives

2) Key progresses of our management and business strategy

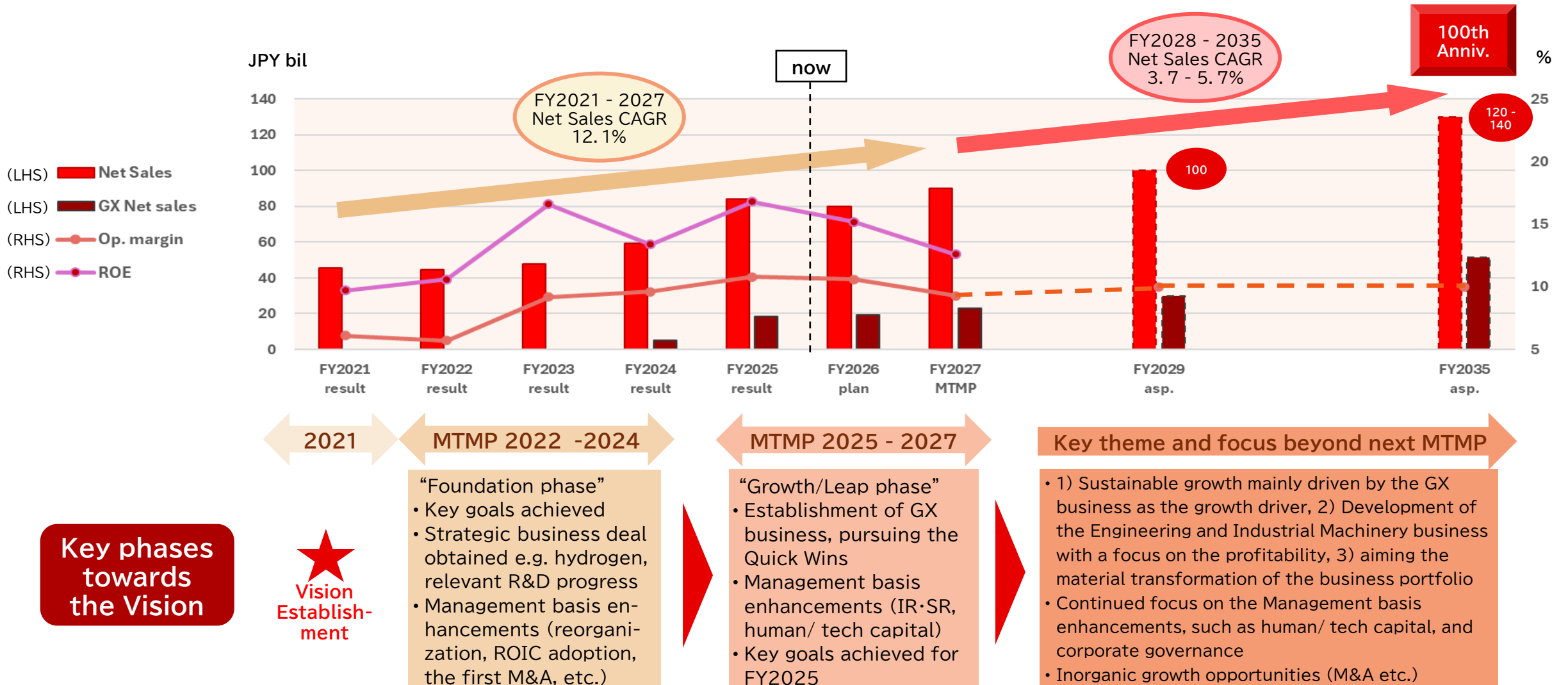
- ✓ Achieved the major goals of the former MTMP 2022 - 2024, as the foundation phase for the Vision
- ✓ Established the GX business as the growth driver in the current MTMP as the growth phase for the Vision, achieved major goals in FY 2025
- ✓ In Industrial Machinery business, increased our global share of our oil purifier product from approx. 30% to 50%*2 and the materialization of the equipment for the compliance with ship environmental regulations

*1 In Plant construction deals etc., a business to undertake the full process of Engineering, Procurement & Construction

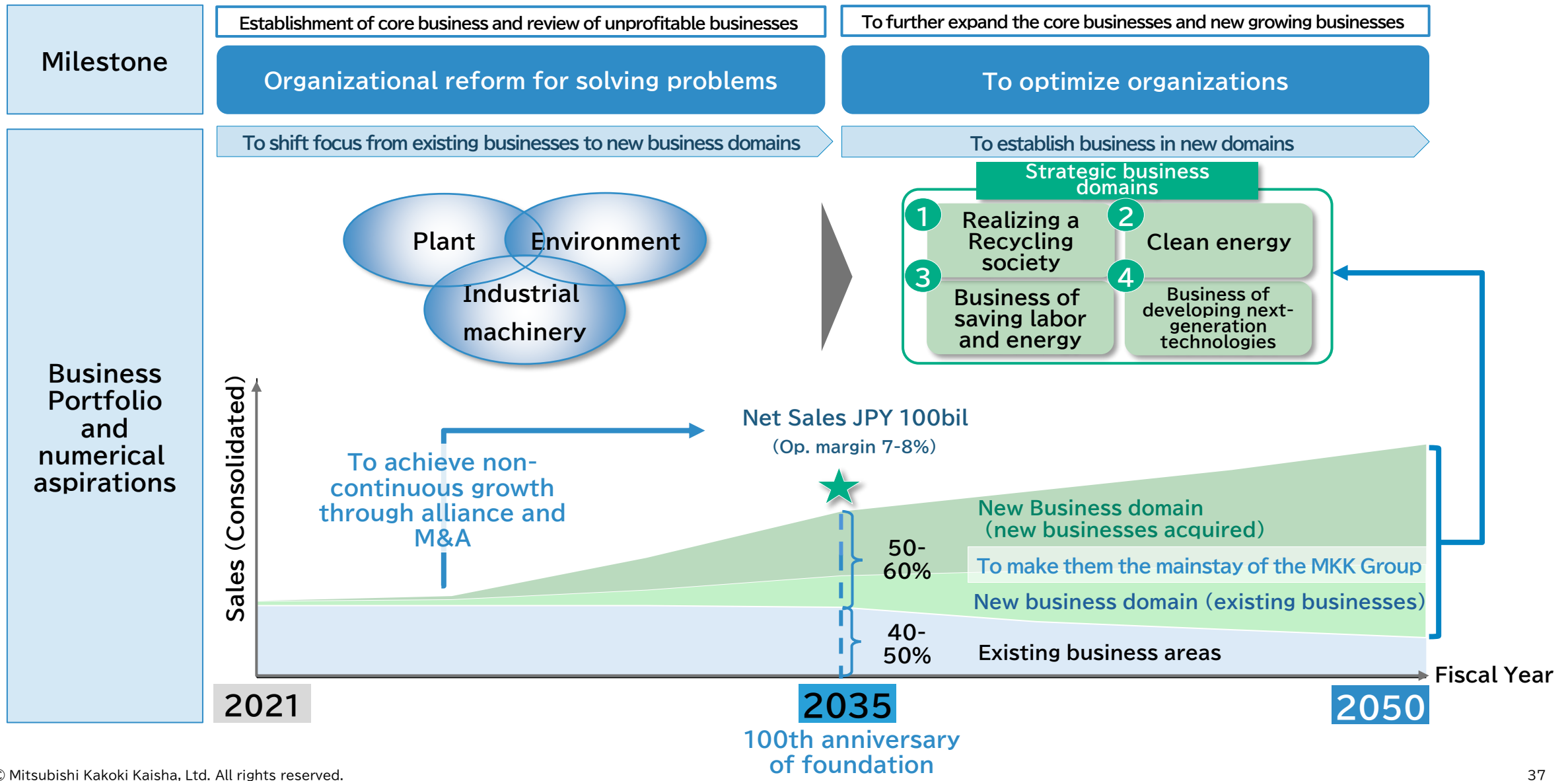
*2 Our research basis

Key phases towards the Vision, and the long-term business performance trends

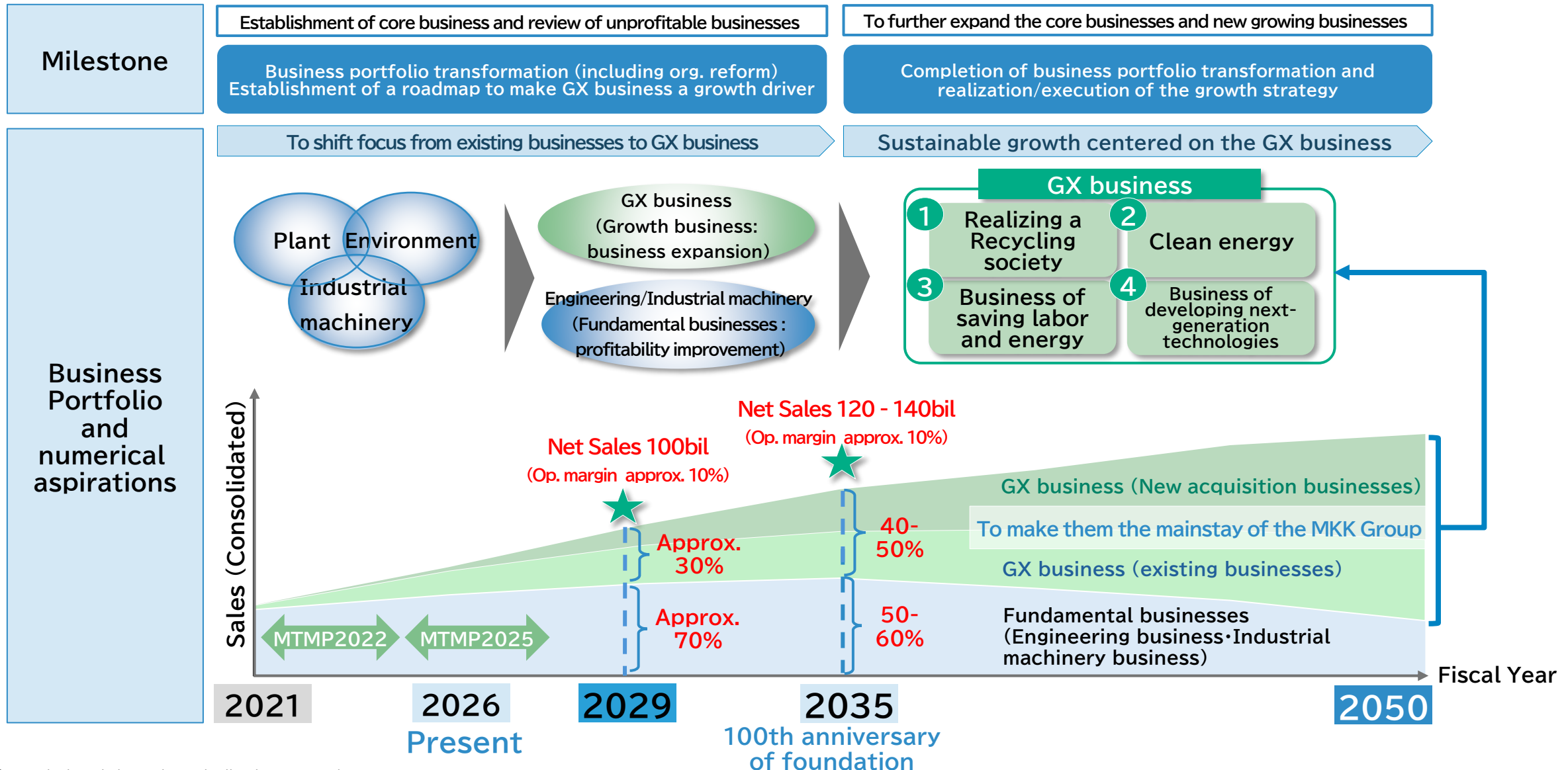
Five years since the establishment of Vision in 2021, a solid confidence for the progresses made so far
Focus on the ongoing MTMP 2025 – 2027, aiming a sustainable growth for the future milestones and 2050



【Original as of 2021】 Mitsubishi Kakoki Group's Management Vision for 2050: Business Portfolio Roadmap



【After the Update in 2026】 Mitsubishi Kakoki Group's Management Vision for 2050: Business Portfolio Roadmap



Appendix 1. Performance Trends

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

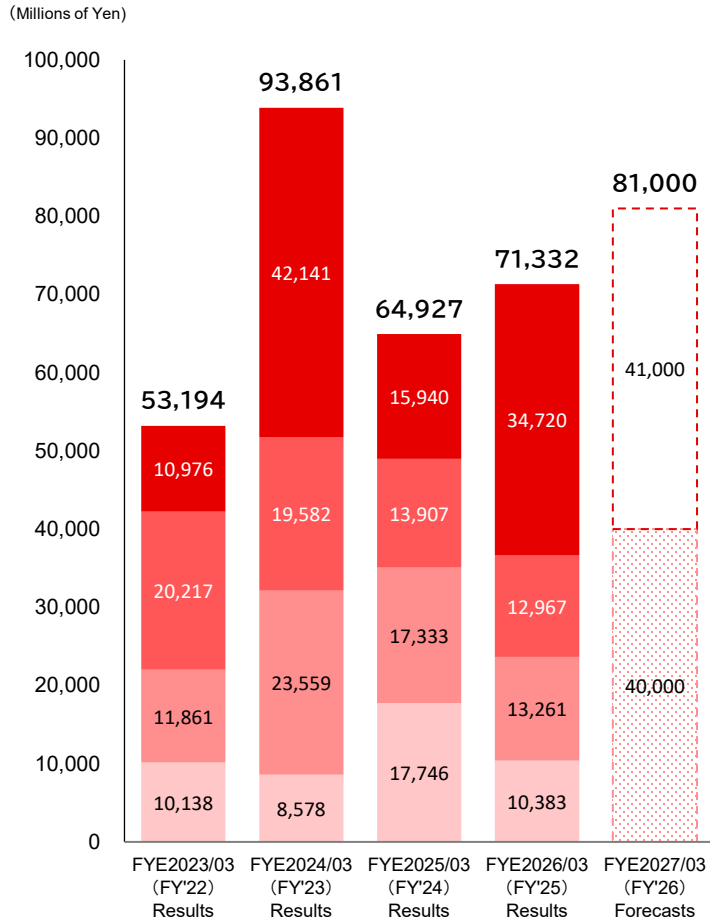
MKK

Appendix 1. Performance Trends

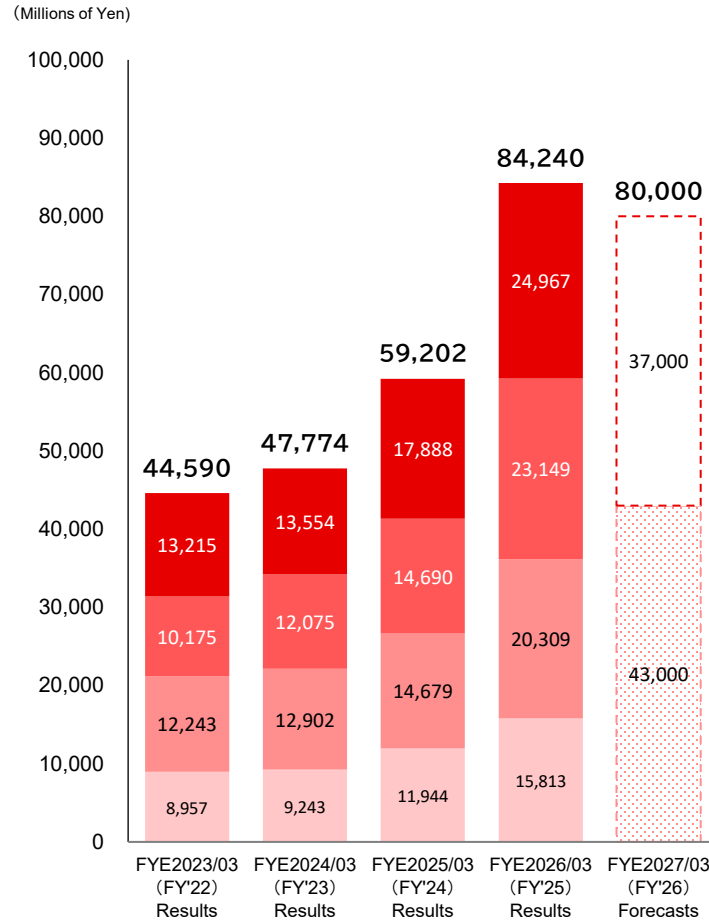
Performance Trends



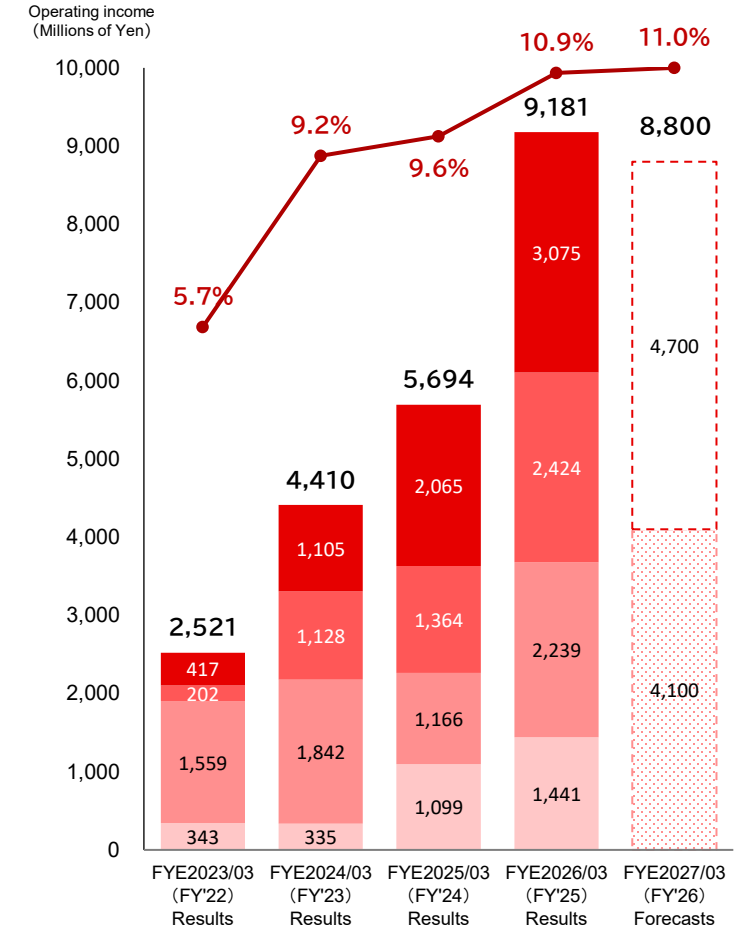
Order received



Net sales



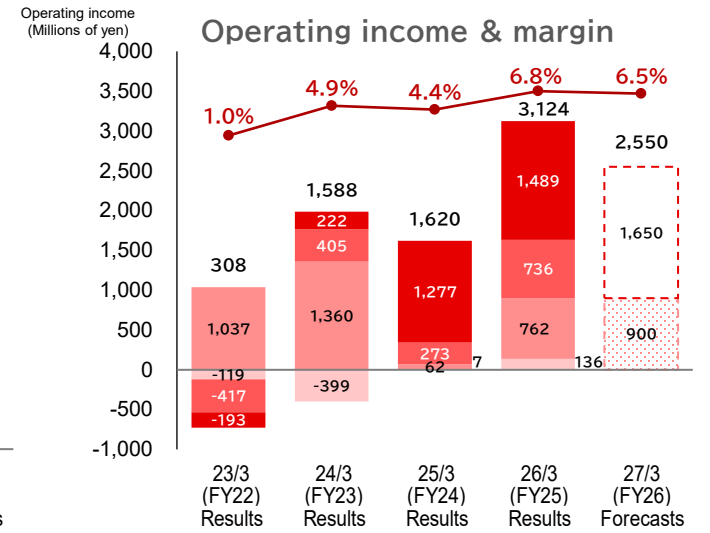
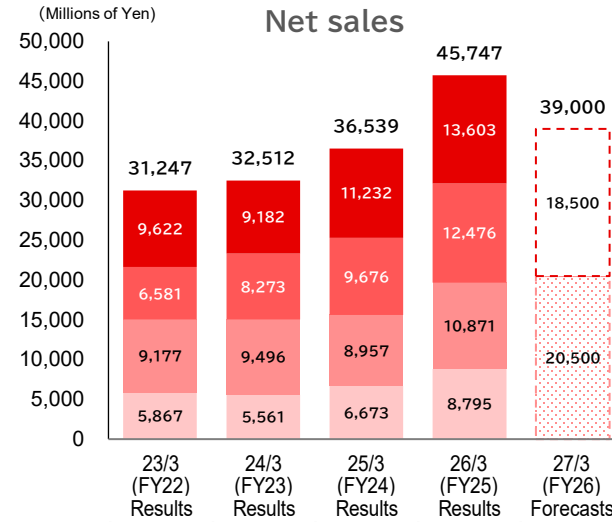
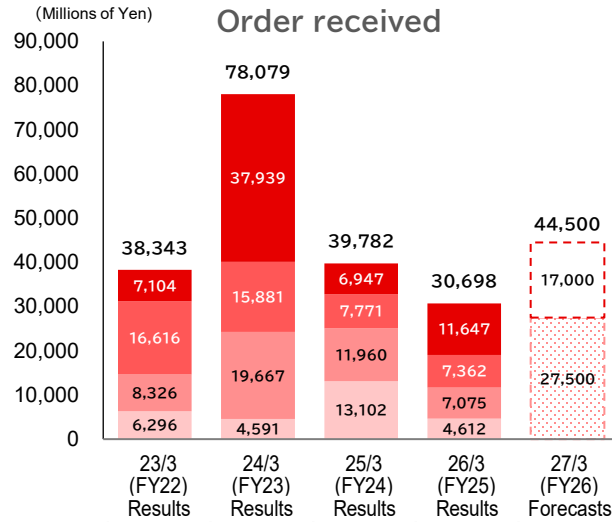
Operating income & margin



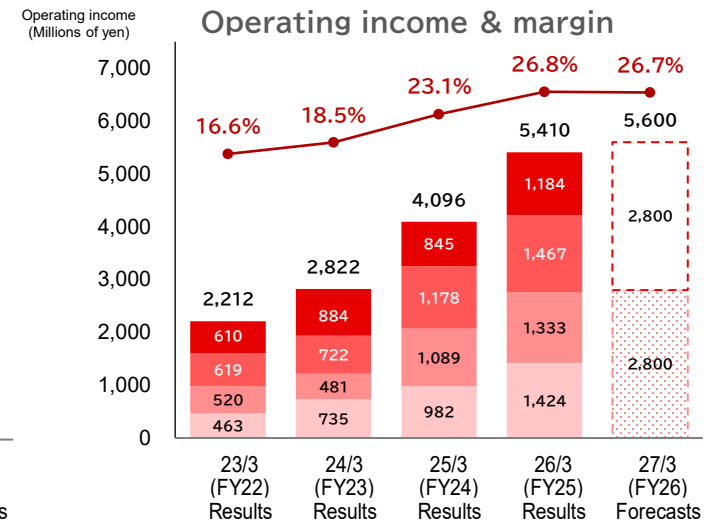
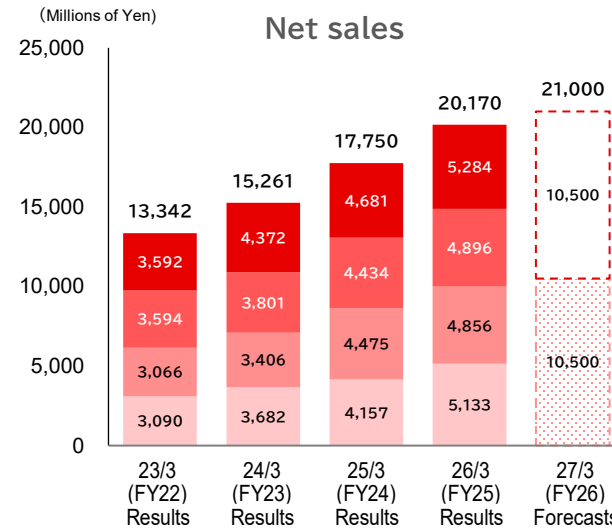
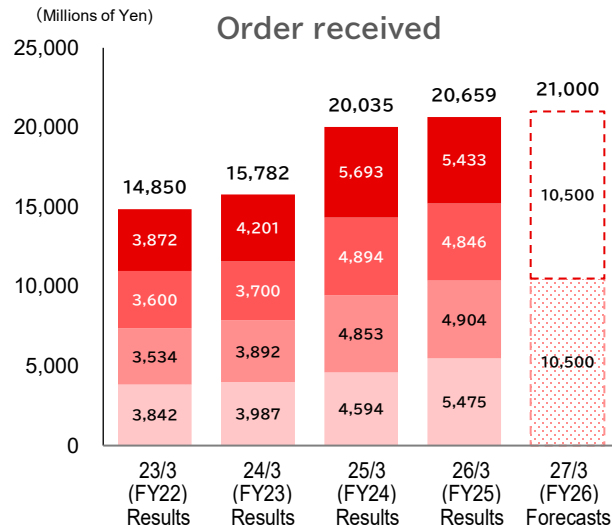
Q1 Results
 Q2 Results
 Q3 Results
 Q4 Results
 Q2 Forecasts
 Q4 Forecasts
 Operating income margin (Results/Forecasts)

Performance Trends by Segment 1) Engineering / Industrial Machinery

Engineering



Industrial Machinery

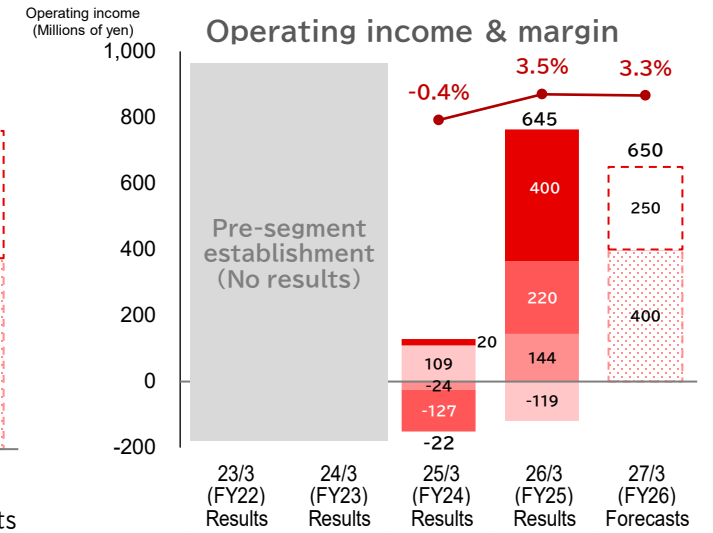
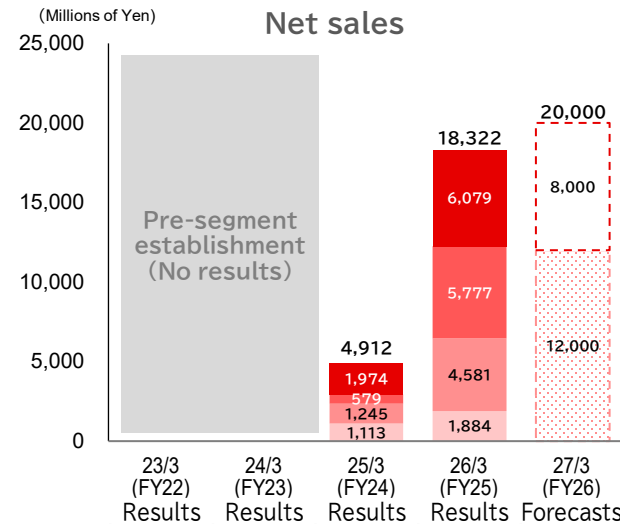
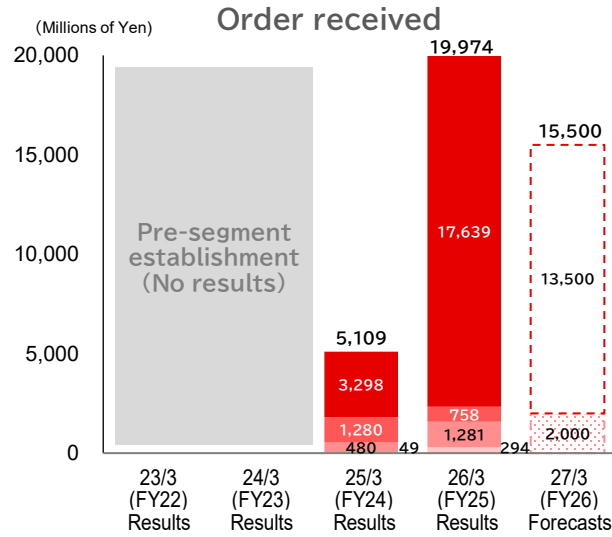


■ Q1 Results
 ■ Q2 Results
 ■ Q3 Results
 ■ Q4 Results
 Q2 Forecasts
 Q4 Forecasts
 ● Operating income margin (Results/Forecasts)

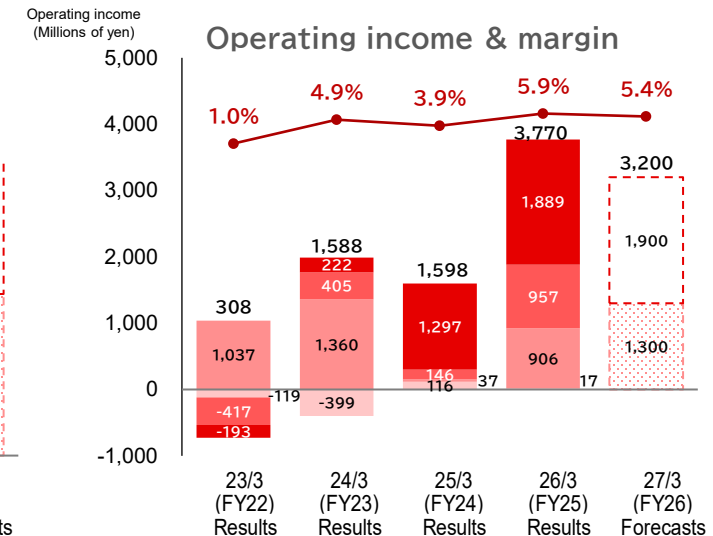
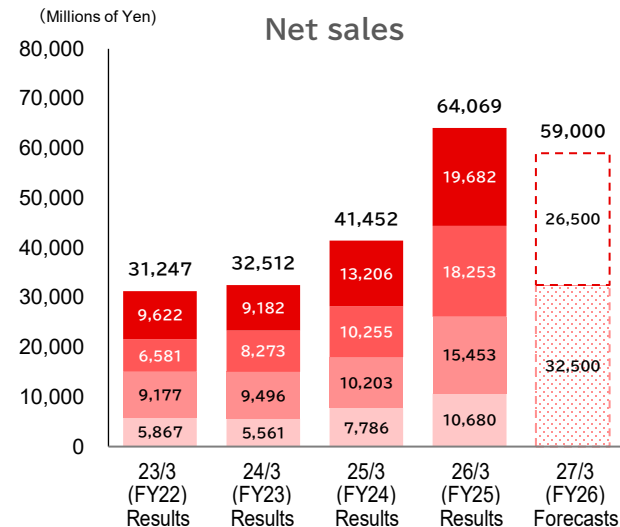
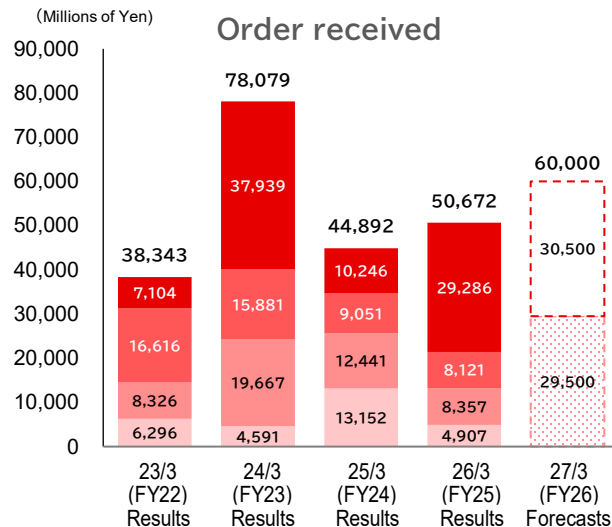
Performance Trends by Segment 1)GX / Engineering+GX(for reference)



GX



Engineering + GX



■ Q1 Results
 ■ Q2 Results
 ■ Q3 Results
 ■ Q4 Results
 ■ Q2 Forecasts
 ■ Q4 Forecasts
 ● Operating income margin (Results/Forecasts)

Appendix 2. Corporate Profile

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

MKK

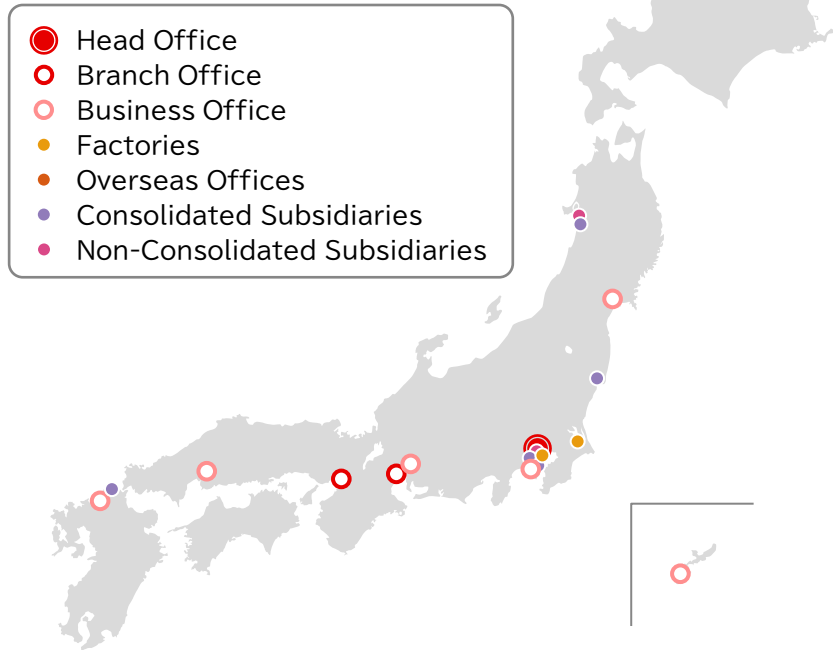
Company Overview (As of Mar. 31, 2026)

Company Name	Mitsubishi Kakoki Kaisha, Ltd.
Representative Director	Toshikazu Tanaka Representative Director / President and CEO
Head Office	Registered Office: 2-1, Ohkawa-cho, Kawasaki-ku, Kawasaki, Kanagawa 210-8560, Japan
	Head Office: Solid Square East tower 580 Horikawa-cho, Saiwai-ku, Kawasaki, Kanagawa 212-0013, Japan
Established	September of 1949 (Founded: May of 1935)
Capital	3,956,975,000 yen
Number of Employees (Consolidated)	1,044
Business area	<ul style="list-style-type: none"> - Engineering, procurement and construction of industrial and chemical plants and environmental control facilities. - Manufacturing and sales of industrial machineries and equipments.

Listing category	Tokyo Stock Exchange Prime Market
Security code	6331
Industry classification	Machinery
Total Number of Shares Authorized to be issued	48,000,000 shares
Total Number of Shares issued	23,741,850 shares
Number of shares per unit	100 shares
Major shareholders	<p>The Master Trust Bank of Japan, Ltd. (Trust Account) Meiji Yasuda Life Insurance Company Mitsubishi Kakoki Client Stock Ownership Custody Bank of Japan, Ltd. (Trust Account) Mitsubishi Kakoki Employee Stock Ownership BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC) The Bank of Yokohama, Ltd. DFA INTL SMALL CAP VALUE PORTFOLIO STATE STREET BANK AND TRUST COMPANY 505223 DAIICHI JITSUGYO CO., LTD.</p>

Office Locations (As of Mar. 31, 2026)

Offices and facilities in Japan



Head Office	Registered Office	Business Office	Business Office (Tohoku, Yokohama, Nagoya, Hiroshima, Kyushu, Okinawa)
	Head Office	Factories	Kawasaki Works Kashima Factory
Branch Office	Osaka Branch Office	Overseas Offices	Taiwan Branch
	Yokkaichi Business Office		Malaysia Sales Office Indonesia Representative Office

Overseas offices



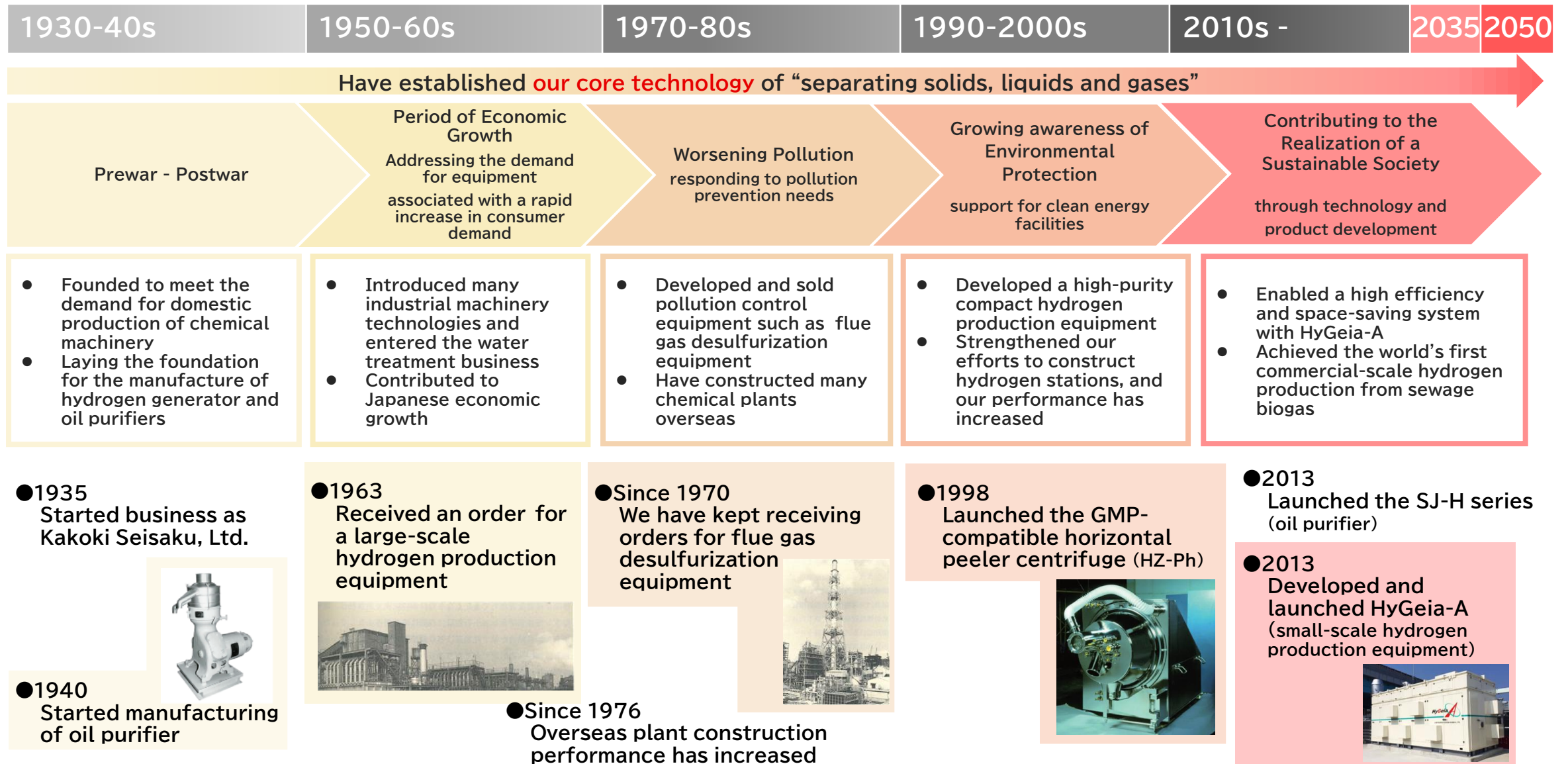
Subsidiaries	Consolidated Subsidiaries	<ul style="list-style-type: none"> Mitsubishi Kakoki Advance, Ltd. <ul style="list-style-type: none"> Kitakyushu Factory MKK TOHOKU Corporation (Registered office / Akita Factory) <ul style="list-style-type: none"> Iwaki Factory MKK Asia Co., Ltd. (Thailand) MKK EUROPE B.V. (Netherlands)
	Non-Consolidated Subsidiaries	<ul style="list-style-type: none"> MKK BUSINESS PLUS CO., Ltd. MKKi Co., Ltd. RYOKA MECHANICAL TECHNOLOGY (SHANGHAI) CO., LTD. (China) Nissei Kogyo Co, Ltd.

Group Companies (As of Mar.31, 2026)



Business segment / Subsidiaries	Business Activities	Main Reporting Segments		
		GX Business	Engineering business	Industrial Machinery Business
Mitsubishi Kakoki Kaisha, Ltd.	Plant / Hydrogen and Energy / Environment	●	●	
	Industrial Machinery / Marine machinery	●		●
Subsidiaries				
Mitsubishi Kakoki Advance, Ltd.	Planning, designing, manufacturing, constructing, after-sales service, maintenance and management of plants and sewage treatment facilities, environmental measurement, temporary staffing, etc.	●	●	●
MKK TOHOKU Corporation	Manufacture and sales of products using FRP(Fiber-Reinforced Plastic) / Maintenance and management of sewage facilities	●	●	
Nissei Kogyo Co, Ltd.	Fabrication and supervision of smokestacks, construction of plant piping	Non-consolidated Subsidiaries		
MKK Asia Co., Ltd (Thailand)	Design and EPC for plants and facilities and maintenance, conversions of existing plant in Southeast Asia.		●	
MKK EUROPE B. V. (Netherlands)	Sales, maintenance, repair and other services for marine equipment and parts in Europe			●
MKK BUSINESS PLUS CO., Ltd.	Internal business service for companies in Mitsubishi Kakoki Kaisha Group	Non-consolidated Subsidiaries		
MKKi Co., Ltd.	Exploration of new business forms and development of business model design, innovative human resource development, etc.	Non-consolidated Subsidiaries		
RYOKA MECHANICAL TECHNOLOGY (SHANGHAI) CO., LTD.	Sales of and technical support, maintenance, repairs and other after-sales services for oil purifiers marine equipment and centrifuges and filter including supply of spare parts in China region	Non-consolidated Subsidiaries		

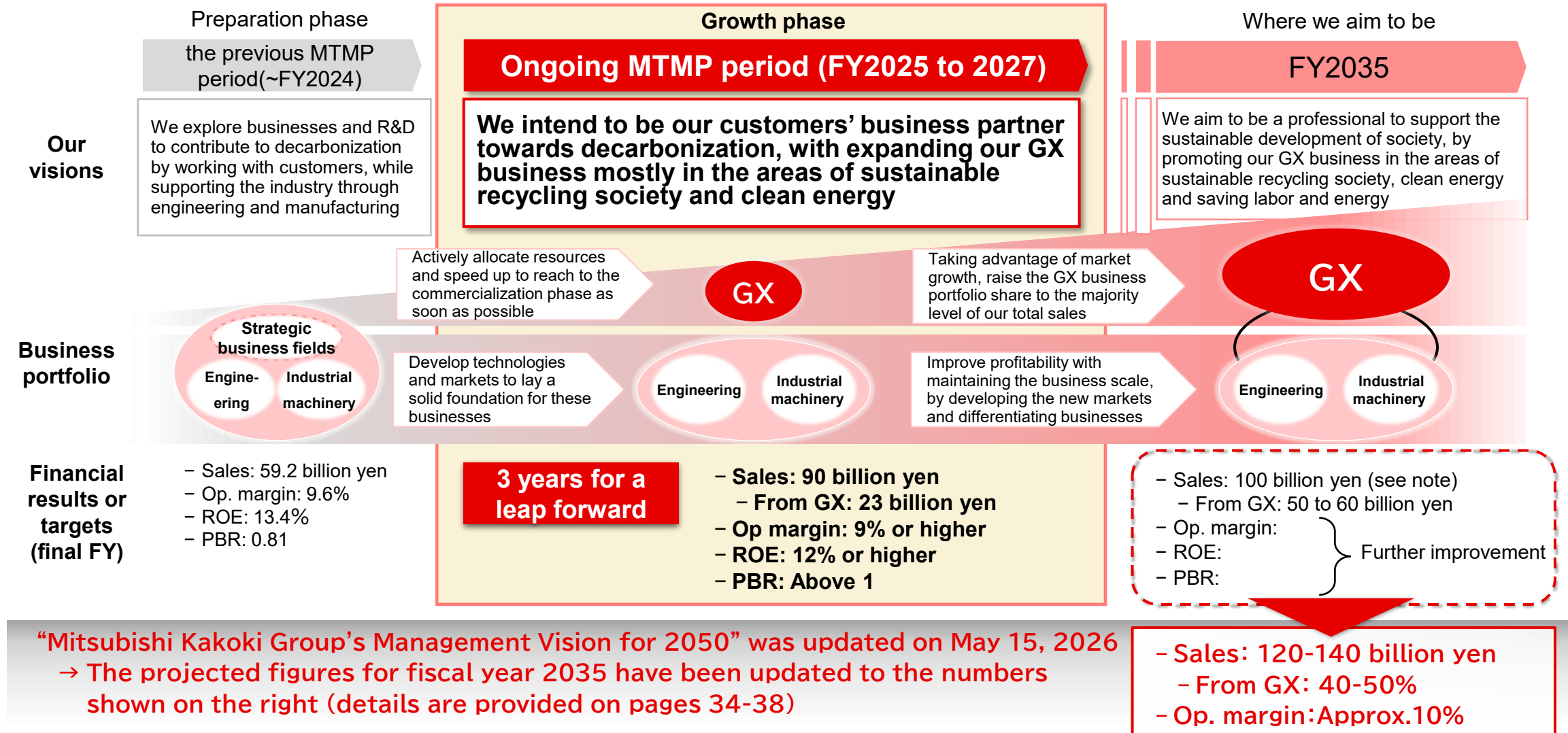
Our History



The Medium-Term Management Plan (FY2025 to 2027)

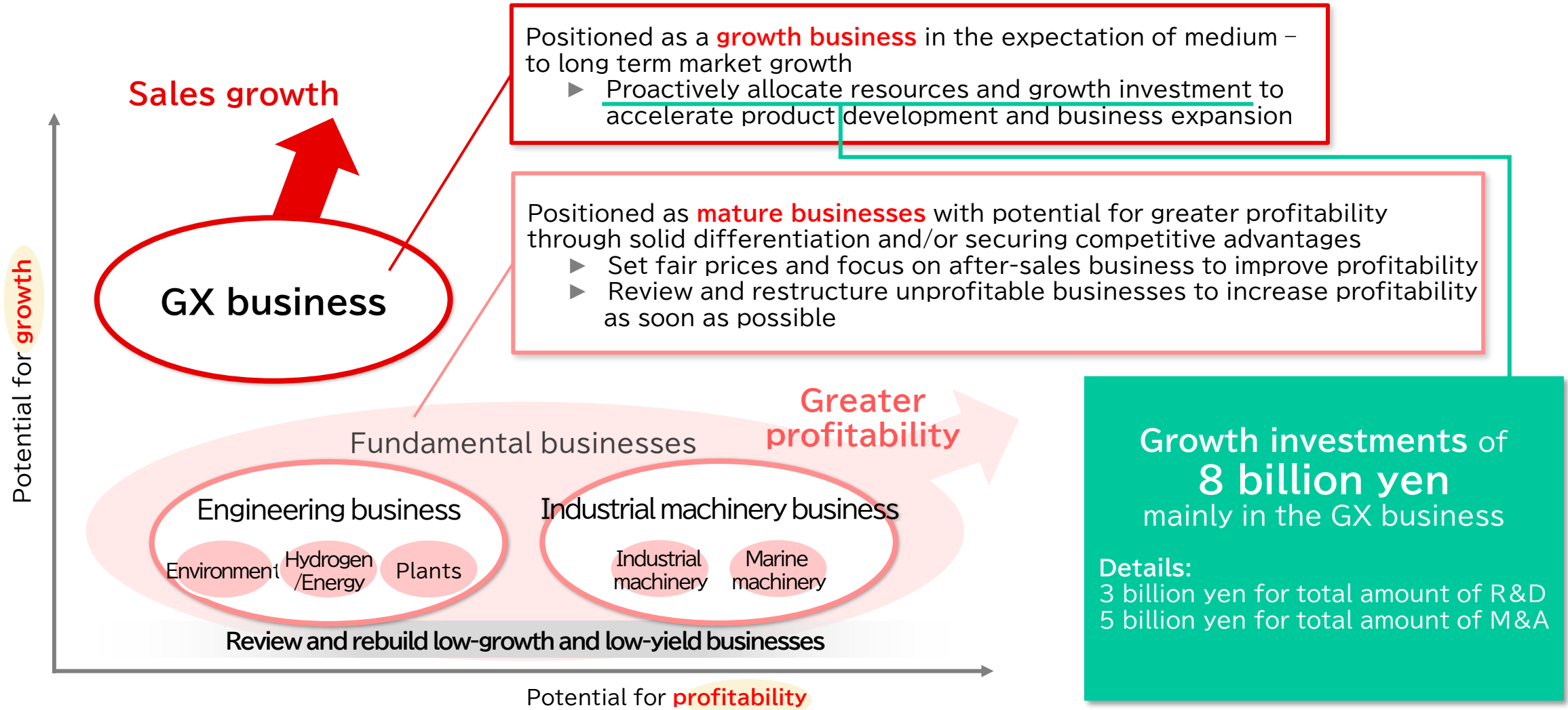
1) The position of the current MTMP

- This period is positioned as "3 years for a leap forward" towards the management vision, driven by GX business growth



The Medium-Term Management Plan (FY2025 to 2027) 2) Directions of Our Business Portfolio

- We will increase the business scale of GX business as the growth driver, and improve profitability of our fundamental businesses, to achieve both sales growth and better profitability as the whole



The Medium-Term Management Plan (FY2025 to 2027)

3) Key Points and Measures

- We will evolve our business portfolio and establish management, conscious of the capital costs and our stock prices, which will be supported by a stronger and sustainable management foundation.

Goals

Expand the lines of our products and services for our GX businesses mostly in the areas of realizing a sustainable recycling society and clean energy, thereby serving as a partner in customers' efforts toward decarbonization.

Achieve the sales of 90 billion yen, 9% or higher op margin, PBR above 1.0 times, and 12% or higher ROE

Business and financial strategies

Key Point 1

Evolution of our business portfolio

- ❑ Establishing GX business
- ❑ Boosting the competitiveness of our fundamental businesses
- ❑ Implementing our business expansion strategies

Key Point 2

Establishment of management conscious of capital costs and our stock prices

- ❑ Making growth investments
- ❑ Enhancing capital efficiency
- ❑ Strengthening shareholder return / Publishing information that boosts growth expectations

Stronger management base

Key Point 3

Stronger human and technical capital

- ❑ Pursuing our human capital strategy
- ❑ Implementing our manufacturing strategy

Key Point 4

Improved transparency of corporate governance

- ❑ Managing our business portfolio / Practicing ROIC-oriented management
- ❑ Pursuing a sustainability corporate management

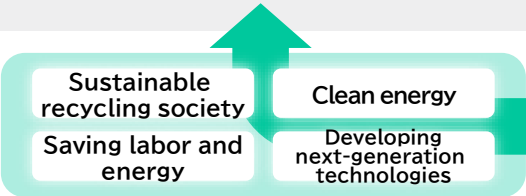
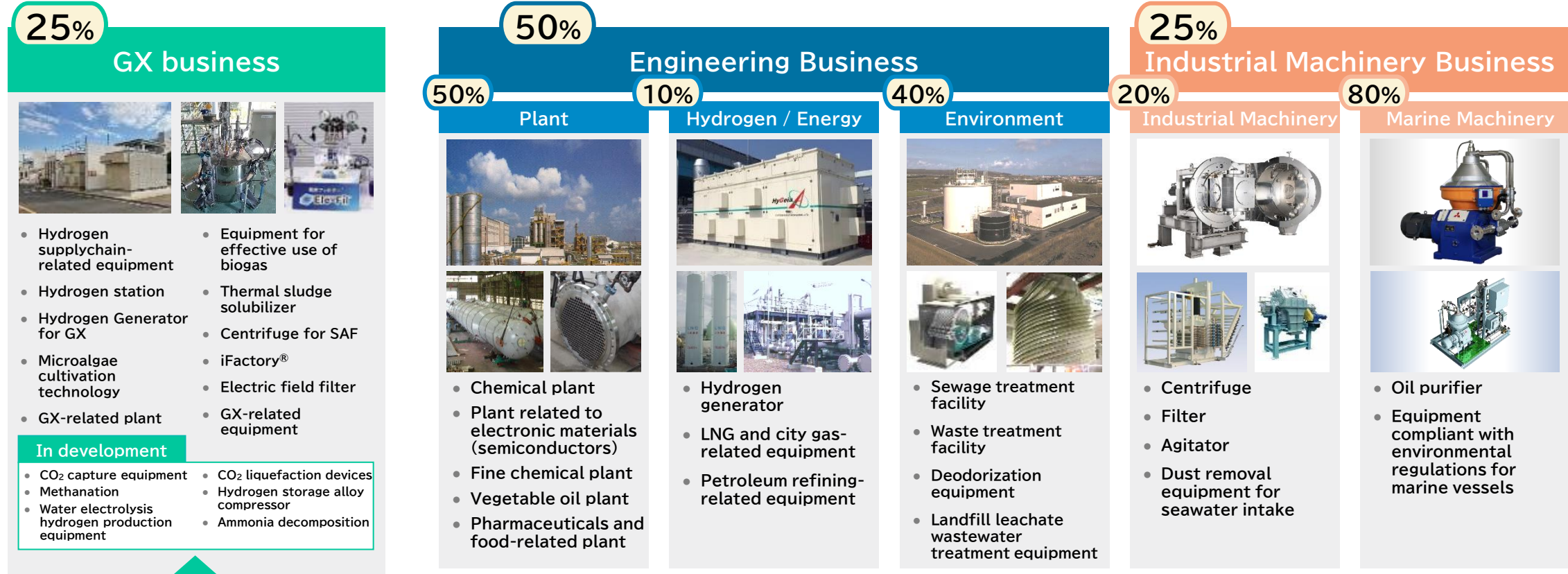
Appendix 3. Our Strength and Business Model

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

MKK

Business Overview

- Engineering business: EPC (Engineering, Procurement and Construction) of chemical and electronic material plants, hydrogen and energy plants, and environmental facilities
- Industrial Machinery business: Manufactures various types of equipment such as centrifuges and filtration equipment using our core separation and filtration technologies
- GX business: Contributing to solving the social issues of “CO₂ emissions and climate change,” “Circulation of resources,” “water and food,” “Shortage of manpower,” and “Natural disaster,” as stated in our management vision.



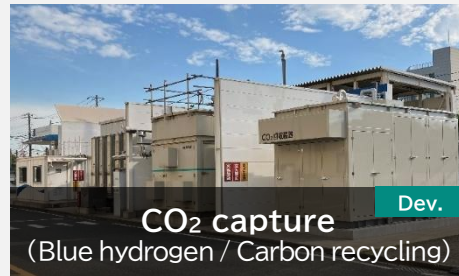
Align with strategic business areas that contribute to solving social issues as stated in the management vision through the development of new technologies, improvement of existing technologies and products, and development of new applications

*The percentages in each business segment diagram indicate the sales ratio forecast value for FYE 2027/03.

Products and Services for GX businesses 1) Four Strategic Business Domains

- Expand the business by introducing main products such as hydrogen production equipment to meet the recent growth in demand for hydrogen.
- Promote R&D to bring low-carbon hydrogen (blue/green hydrogen), which is expected to grow in the future, and carbon recycling, such as CO₂ capture, to market during the period of this medium-term management plan

1 Sustainable business for realizing a recycling society Quick-Win

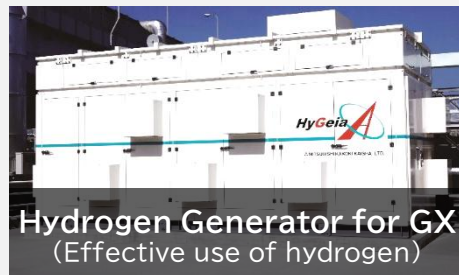


- Hydrogen generation from biogas
(Effective use of biogas)
- Thermal sludge solubilizer
(Effective use of biogas)
- Methanation Dev.
(Carbon recycling / Effective use of hydrogen)
- CO₂ liquefaction devices Dev.
(Carbon recycling)

3 Business of saving labor and energy utilizing digital technology



2 Hydrogen-based clean energy business Quick-Win



- Algae Cultivation
- Hydrogen absorption alloy delivery system Dev.
- Hydrogen Storage Alloy Compressor Dev.
(Hydrogen absorption alloy)
- Ammonia decomposition Dev.
(Effective use of hydrogen)
- Water electrolysis hydrogen production equipment Dev.
(Green hydrogen)

4 Business of developing next-generation technologies for solving issues related to water, food, natural disaster



Dev. : Businesses in development stage

Products and Services for GX businesses 2) Background of the initiative

		- FY2023(FYE2024/3)	FY2024(FYE2025/3)	FY2025(FYE2026/3)
Realizing a Sustainable Recycling Society	Recycling waste plastics	<ul style="list-style-type: none"> The first gas reform demonstration test in Japan for extracting synthesis gas from miscellaneous waste plastics and synthesizing methanol 	<ul style="list-style-type: none"> Continuing the gas reform demonstration test in Japan for extracting synthesis gas from miscellaneous waste plastics and synthesizing methanol 	<ul style="list-style-type: none"> Continuing the gas reform demonstration test in Japan for extracting synthesis gas from miscellaneous waste plastics and synthesizing methanol
	Biofuels	<ul style="list-style-type: none"> Receiving order for Mitsubishi Disc Separator for large-scale demonstration for producing SAF from waste cooking oil Support for the ship demonstration operation using straight vegetable oil (SVO) in Japan 	<ul style="list-style-type: none"> Cooperation on project to develop long-term use of biodiesel fuel for marine use has started Started selling oil purifier parts compatible with biodiesel fuel for marine use 	<ul style="list-style-type: none"> The NK Classification Society approved the installation of a lubricating oil purifier on ammonia-fueled vessels and obtained an inspection certificate
	Biogas	<ul style="list-style-type: none"> Our technology for thermal solubilization of sludge received the Award of the Chairman of New Energy Foundation at New Energy Award in 2023. Received order of reconstruction facility work which effectively utilize digestion gas from Japan's largest sewage treatment plant (Morigasaki Water Reclamation Center, Tokyo). 	<ul style="list-style-type: none"> Reconstruction facility work of Morigasaki Water Reclamation Center is in progress. 	<ul style="list-style-type: none"> Reconstruction facility work of Morigasaki Water Reclamation Center is in progress.
	Capturing CO₂	<ul style="list-style-type: none"> Completed design and started manufacture of a CO₂ recovery demonstration unit using the PSA method. 	<ul style="list-style-type: none"> Study on the technology of hydrogen generator which enables CO₂ separation and capture by membrane separation method has been adopted by NEDO Started demonstration of CO₂ capture using PSA method 	<ul style="list-style-type: none"> Demonstration of CO₂ capture using PSA method completed; Engineering for commercial models commenced
Clean Energy Business	Hydrogen generation	<ul style="list-style-type: none"> Delivered hydrogen generators to Toyota Group's biogas-derived hydrogen production project in Thailand Received an order for large-scale hydrogen production equipment for demonstration to reduce CO₂ emission in the steelmaking process 	<ul style="list-style-type: none"> Construction of equipment for demonstration to reduce CO₂ emission in the steelmaking process is in progress. 	<ul style="list-style-type: none"> Received multiple orders for hydrogen production equipment, including large-scale projects, for electric furnaces
	Hydrogen supply chain	<ul style="list-style-type: none"> Initiatives underway to contribute to hydrogen transportation <ul style="list-style-type: none"> Conducted a demonstration of a hydrogen delivery system by hydrogen absorbing alloy Started collaboration on ammonia application development 	<ul style="list-style-type: none"> Delivered equipment for "SPERA Hydrogen[®]" to Singapore 	<ul style="list-style-type: none"> Two investments made to build a hydrogen supply chain (Japan Hydrogen Fund, L.P., Japan Suiso Energy, Ltd.) Received a FEED order of hydrogen production for SAF facilities Completed the manufacturing of an ammonia reformer unit
	Algae	<ul style="list-style-type: none"> Invested in CHITOSE GROUP to accelerate joint development towards large-scale algae production 	<ul style="list-style-type: none"> The subsidiary delivers algae production equipment to research project aiming for stable and mass production of microalgae 	<ul style="list-style-type: none"> Order received for a complete set of extraction equipment for the world's largest microalgae production facility, in Malaysia Order received for Mitsubishi Disc Separators, a type of centrifuge used for collecting microalgae from culture media
Saving Labor & Energy	Pharmaceutical production	<ul style="list-style-type: none"> Completed demonstration of continuous operation of "iFactory[®]" Succeeded in proving "iFactory[®]" and won NEDO Chairman's Award of Energy Conservation Technology Development Award as the best business operator 		<ul style="list-style-type: none"> Three new bench-scale solid-liquid separators for active pharmaceutical ingredients and electronic materials have been added to our product lineup
Developing Next-GEN Techs	Microfiltration / Measure to water and natural disaster	<ul style="list-style-type: none"> Developed the World's first filtration Technology using the electric field filtration method (Electric field filter "Ele-Fil[®]") 	<ul style="list-style-type: none"> Promoting needs exploration by holding lectures, etc. (Electric field filter "Ele-Fil[®]") 	<ul style="list-style-type: none"> We have developed and begun selling the compact separator-type centrifugal separator "LABOCENT[™]" We have also completed the sales leaflet for the electric field filter[®] "Ele-Fil[®]" unit model

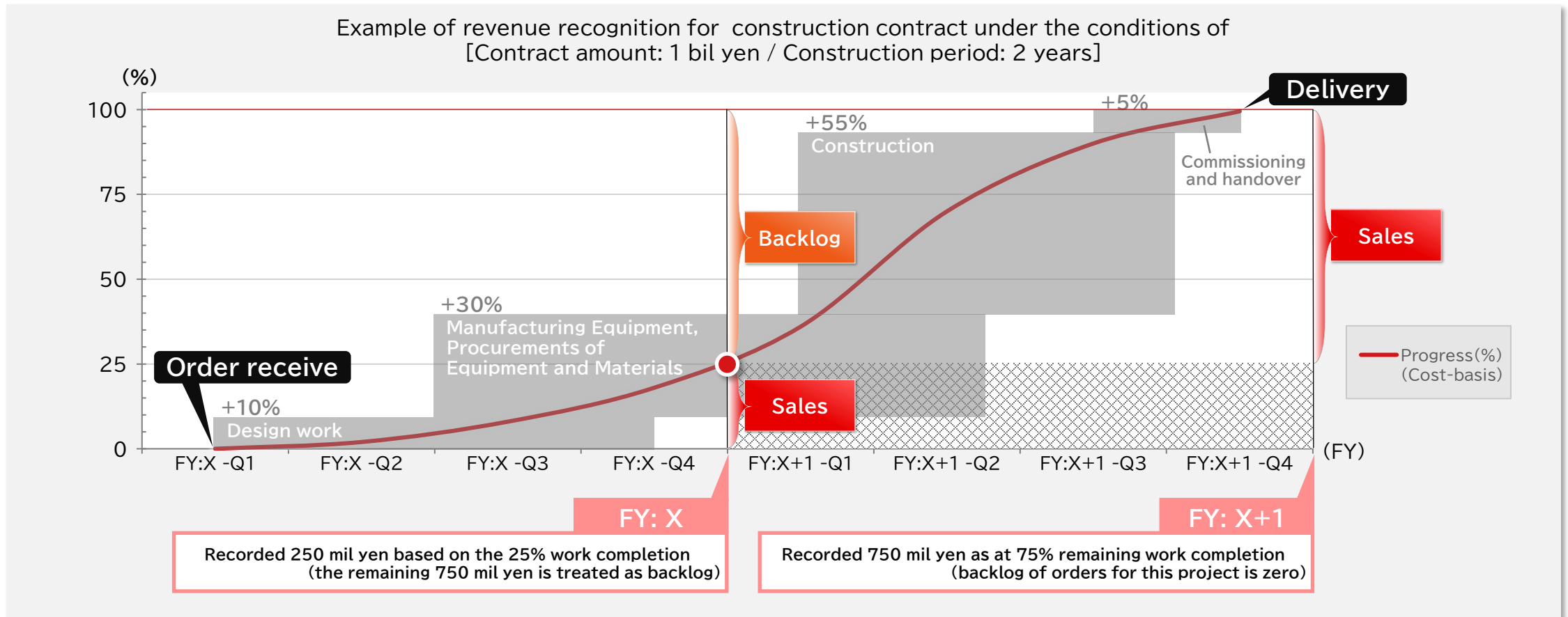
Business model



Recognition Criteria for Revenue and Expenses

- Most of plant engineering construction contract's revenue are recognized based on the percentage of work completed (as shown in the diagram below).
- Various equipment's revenue is recognized at the time of goods delivered

Image of Revenue Recognition for Construction Projects (Percentage of Completion method)



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Forward Looking Statements

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MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

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